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Jan.-1987-

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF
DIRECTORS

JANUARY 23, 1987 - MARCH 13, 1987

Hamilton
Entertainment
and Convention
Facilities Inc.

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HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, January 23, 1987
9:ØØ A.M.
Copps Coliseum Board Room

AGENDA

1.	**Chairman's Remarks**	
2.	**Minutes of December 12, 1987**	Attachment 2
2.1	Errors or Omissions	
2.2	Motion for Approval	
3.	**Business Arising From the Minutes**	
3.1	Promotion - Football Hall of Fame	Attachment 3.1
3.2	Status Report on Hamilton Performing Arts Foundation	Attachment 3.2
4.	**Report From the Director of Marketing**	Attachment 4
5.	**Committee Reports/Minutes**	
5.1	Copps Coliseum Committee Tenth Report	Attachment 5.1
5.1.1	Copps Coliseum Committee Minutes of November 28, 1986	Attachment 5.1.1

5.2	Hamilton Place Committee Tenth Report	Attachment 5.2
5.2.1	Hamilton Place Committee Minutes of November 20, 1986	Attachment 5.2.1
5.3	Hamilton Convention Centre Committee Tenth Report	Atachment 5.3
5.3.1	Hamilton Convention Centre Committee Minutes of November 27, 1986	Attachment 5.3.1
5.4	Audit & Finance Committee Sixteenth Report	Attachment 5.4
5.4.1	Audit & Finance Committee Minutes of December 3, 1986	Attachment 5.4.1

6. **New Business**

6.1	Status of NHL Coming to Copps Coliseum	Attachment 6.1

7. **Other Business**

8. **Date of Next Meeting**

February 13, 1987
9:00 A.M.
Copps Coliseum Board Room

9. **Adjournment**

Patricia Bennett
Secretary to the Board
January 19, 1987

Attachment 2

Minutes of December 12, 1987

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, December 12, 1986
9:ØØ A.M.
Copps Coliseum Board Room

MINUTES OF REGULAR SESSION

PRESENT:	Mr. D. Braley, Chairman of the Board Mr. T. Yates Mayor R. Morrow Alderman T. Murray Alderman R. Wheeler Alderman T. Gallagher Mr. T. Casey Mr. S. Cino Mr. D. Hector Mr. W. McFarland Dr. C. Bart Mr. D. Beattie Mrs. J. Gowland
REGRETS:	Alderman B. Hinkley
MEDIA:	Mr. R. Melnbardis, The Spectator Mr. G. McNulty, The Spectator Mr. R. Ireland, C.H.C.H

1. Chairman's Remarks

The Chairman welcomed everyone to the meeting. The Secretary confirmed that Board Members had been properly notified and the meeting was duly constituted for business.

Mr. Braley announced the reappointment of Dr. Bart to the Board of Directors for a three year term and of the appointment of Mr. Norm Levitt for a three year term. The Chairman thanked Mrs. Gowland, on behalf of the Board, for her contribution to the HECFI Board.

A HECFI Christmas party will be held Monday, December 22nd at the Royal Connaught; all Board Members are welcome to attend.

In-Camera Session

The following motions were carried during the In-Camera Session:

THE IN-CAMERA SESSION BE CONVENED.

THE IN-CAMERA MINUTES OF NOVEMBER 14, 1986 BE APPROVED AS CIRCULATED.

THE IN-CAMERA MINUTES OF NOVEMBER 28, 1986 BE APPROVED AS AMENDED.

THAT ITEM 4.1 - I.A.T.S.E. AGREEMENT BE WITHDRAWN FROM THE AGENDA PENDING REVIEW.

THE MANAGING DIRECTOR'S DECEMBER 9TH REPORT WITH RESPECT TO THE COPPS COLISEUM ARENA FLOOR CONSTRUCTION DEFECT BE RECEIVED.

THE COPPS COLISEUM COMMITTEE IN-CAMERA REPORT OF NOVEMBER 28, 1986 BE APPROVED.

THE COPPS COLISEUM COMMITTEE IN-CAMERA MINUTES OF OCTOBER 27, 1986 BE RECEIVED.

THE NOVEMBER 27, 1986 HAMILTON CONVENTION CENTRE COMMITTEE IN-CAMERA REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

> THAT THE CONCERNS EXPRESSED BY THE MEMBERS OF THE HAMILTON CONVENTION CENTRE COMMITTEE WITH REGARD TO THE CONVENTION UPDATE COMMITTEE BE BROUGHT TO THE ATTENTION OF THE HECFI BOARD FOR DISCUSSION.
>
> THAT THE BOARD OF DIRECTORS GIVE CONSIDERATION TO AN IN-CAMERA REPORT OF THE DIRECTOR OF MARKETING REGARDING HOTEL CONVENTION ROOM BLOCKS WHICH WERE DISCUSSED AT A MEETING OF THE HAMILTON CONVENTION UPDATE COMMITTEE NOVEMBER 25, 1986.
>
> THE ISSUE OF THE CFL EVENT BE REVIEWED BY THE MANAGING DIRECTOR AND REPORTED BACK TO THE BOARD.
>
> THE AUDIT & FINANCE COMMITTEE FIFTEENTH IN-CAMERA REPORT OF DECEMBER 3, 1986 BE APPROVED.

THE AUDIT & FINANCE COMMITTEE IN-CAMERA MINUTES OF NOVEMBER 5, 21, 1986 BE RECEIVED.

THE IN-CAMERA SESSION BE ADJOURNED.

2. Minutes of November 14, 1986

MOVED by Alderman Murray, seconded by Mr. Cino that

THE MINUTES OF NOVEMBER 4, 1986 BE APPROVED.

MOTION CARRIED.

3. Minutes of November 28, 1986

MOVED by Mr. Casy, seconded by Alderman Wheeler that

THE MINUTES OF NOVEMBER 28, 1986 BE APPROVED.

MOTION CARRIED.

It was agreed that a note should be added to the third motion of the Audit & Finance Committee's Fourteenth Report to read: Note: Although the purpose of the recommendation is to replenish the Innovation Programming Reserve fund back to the original amount of $75,000., hence the transfer of funds, it should be clarified that the Innovation Programming Fund was utilized during 1986.

4. Business Arising From the Minutes

4.1 Sheraton Hotel : Convention Room Blocks

MOVED by Alderman Murray, seconded by Alderman Wheeler that

THE DECEMBER 4, 1986 MEMORANDUM FROM MR. D. A. POWERS, CITY SOLICITOR'S OFFICE STATING THE CITY OF HAMILTON'S GROUND LEASE (SECTION 4.02) AGREEMENT WITH LAKEVIEW IN RESPECT OF CONVENTION ROOM BLOCKS BE RECEIVED AS INFORMATION.

MOTION CARRIED.

Mr. Powers states "There is no requirement on Lakeview in the Schedule "C" development criteria to make available blocks of rooms for convention delegates from time to time" and as stated in Section 4.02 of the Ground Lease - "The City through its corporation The Hamilton Place Convention Centre, Inc. agrees to ensure cooperation between the Convention Centre and the Hotelier in the operation of their respective facilities."

4.2 Awarding of Contract : Personnel Hoist

MOVED by Alderman Murray, seconded by Alderman Wheeler that

THE CONTRACT FOR THE PURCHASE OF A PERSONNEL HOIST BE AWARDED TO CAPITAL EQUIPMENT INC., HAMILTON, ONTARIO, IN THE TOTAL AMOUNT, INCLUSIVE OF SALES TAX, OF $30,443.64. AND THAT THE HAMILTON PLACE CAPITAL IMPROVEMENT SURCHARGE FUND BE DESIGNATED AS THE SOURCE OF FUNDS.

MOTION CARRIED.

5. Report by Director of Marketing

The Director of Marketing was absent due to illness and the Marketing Report was tabled to the next meeting of the Board.

6. Committee Reports/Minutes

6.1 Copps Coliseum Committee Ninth Report

MOVED by Alderman Murray, seconded by Alderman Gallagher that

THE COPPS COLISEUM COMMITTEE NINTH REPORT BE APPROVED AND THAT THE FOLLOWING RECOMMENDATIONS BE ENDORSED:

> **THAT THE REPORT ENTITLED COPPS COLISEUM - EXTERIOR ELECTRONIC SIGNAGE, AS SUBMITTED BY THE DIRECTOR OF COPPS COLISEUM, BE RECEIVED.**
>
> **THAT THE TENDER SUBMITTED BY HONEYWELL LTD. IN THE TOTAL AMOUNT OF $18,173.00. FOR THE PROVISION OF HARDWARE AND SOFTWARE COMPONENTS OF A COMPUTERIZED PREVENTIVE MAINTENANCE SYSTEM FOR COPPS COLISEUM AND THE CENTRAL UTILITIES PLANT BE ACCEPTED, AND THAT THE AUDIT AND FINANCE COMMITTEE RECOMMEND THE METHOD OF FINANCING.**
>
> **THAT THE TENDER SUBMITTED BY ADT SECURITY SYSTEMS IN THE TOTAL AMOUNT OF $12,100.00. FOR THE SUPPLY AND INSTALLATION OF AN AUTOMATED SECURITY SYSTEM FOR COPPS COLISEUM BE ACCEPTED, AND THAT THE TENDER SUBMITTED BY HILL'S VIDEO CENTRE IN THE TOTAL AMOUNT OF $15,303.05. FOR THE SUPPLY AND INSTALLATION OF A CAMERA SURVEILLANCE SYSTEM FOR COPPS COLISEUM BE ACCEPTED, AND THAT AN AMOUNT OF $4,720.00. BE DEDICATED FOR THE SUPPLY AND INSTALLATION OF CONDUIT NECESSARY FOR THE ABOVE INSTALLATIONS WITH THIS WORK TO BE COORDINATED BY THE CHIEF ELECTRICIAN, COPPS COLISEUM, AND THAT THE AUDIT AND FINANCE COMMITTEE RECOMMEND THE METHOD OF FINANCING.**

THAT THE COPPS COLISEUM COMMITTEE RECEIVE THE OUTLINE OF A PROPOSED PLAQUE DISPLAYING THE NAMES OF THE MAYOR AND MEMBERS OF CITY COUNCIL ALONG WITH THE CHAIRMAN AND MEMBERS OF THE HECFI BOARD OF DIRECTORS WHO WERE SERVING AS OF NOVEMBER 30, 1985, WHEN COPPS COLISEUM WAS OFFICIALLY OPENED, AND THAT SUBJECT TO THE APPROVAL OF THE COMMITTEE WITH REGARD TO THE FORMAT AND THE NAMES LISTED THEREON, THE DIRECTOR OF COPPS COLISEUM BE INSTRUCTED TO PROCEED AND ARRANGE TO HAVE THE PLAQUE CONSTRUCTED AND INSTALLED BE APPROVED; and

THAT FINAL APPROVAL BE GIVEN BY THE CITY'S EXECUTIVE COMMITTEE.

THAT THE WINTERFEST BE DESIGNATED AS A "SPECIAL EVENT" AND BE PERMITTED TO LICENCE THE USE OF COPPS COLISEUM FOR THE EVENT ON EITHER JANUARY 31, 1987 OR FEBRUARY 1, 1987 UNDER THE FOLLOWING TERMS AND CONDITIONS:

- A FLAT BASIC BUILDING FEE OF $6,000. FOR THE EVENT DAY (EITHER JANUARY 31, 1987 OR FEBRUARY 1, 1987).

- ALL NORMAL EVENT STAFF AND EVENT SHEET CHARGES UP TO A MAXIMUM OF $2,500. PROVIDED HOWEVER, THAT IT IS UNDERSTOOD THAT IF THE LICENCEE REQUIRES "SPECIAL" LIGHTING, ADDITIONAL SOUND EQUIPMENT, DECORATIONS, SPECIAL EFFECT EQUIPMENT, SPECIAL FLOORING, ETC. THAT THE COST MAY EXCEED $2,500.

- FURTHER, COPPS COLISEUM WILL MAKE EVERY REASONABLE EFFORT TO HELP KEEP SUCH COSTS TO A REASONABLE MINIMUM.

- THE ABOVE TERMS AND CONDITIONS ARE TO BE INCLUDED AS PART OF THE COPPS COLISEUM STANDARD LICENCE AGREEMENT.

- THAT NO ADMISSION FEE BE CHARGED FOR THE WINTERFEST EVENT AT COPPS COLISEUM TO AVOID THE NECESSARY TICKET SELLING COMMISSION AND POSSIBLE COMPLICATIONS WITH BASS' RIGHTS TO PRINT, SELL AND DISTRIBUTE ALL TICKETS TO EVENTS IN COPPS COLISEUM.

MOTION CARRIED.

The following items were received for information:

(i) The Status Report on Confirmed Events at Copps Coliseum -December 1986 to March 1987, as submitted by the Director of Marketing;
(ii) The Consolidated Unaudited Operating Results for Copps Coliseum for the Ten Month Period Ended October 31, 1986;
(iii) The Unaudited Operating Results for The Central Utilities Plant for the Ten Month Period Ended October 31, 1986;
(iv) The Report submitted by the Director of Copps Coliseum;
(v) That 1,310. tickets have been given out for the public skate; the ceremonies to begin at 11:00 a.m.; Mr. Norm Marshall to introduce the guest speakers;
(vi) The issue of exclusivity is still being reviewed.

6.1.1 Copps Coliseum Committee Minutes of October 27, 1986

MOVED by Alderman Murray, seconded by Alderman Gallagher that

THE COPPS COLISEUM COMMITTEE MINUTES OF OCTOBER 27, 1986 BE RECEIVED.

MOTION CARRIED.

6.2 Hamilton Place Committee Ninth Report

MOVED by Mr. Hector, seconded by Mr. Cino that

THE HAMILTON PLACE COMMITTEE NINTH REPORT BE APPROVED AND THAT THE FOLLOWING RECOMMENDATIONS BE ENDORSED:

> **THAT THE HAMILTON PLACE COMMITTEE DOES NOT THINK THAT THE INSTALLATION OF AN ORGAN AT HAMILTON PLACE IS NEEDED OR DESIRABLE AND INSTRUCTS THE DIRECTOR OF HAMILTON PLACE TO SEND THIS RECOMMENDATION FORWARD TO THE HECFI BOARD WITH PROPER DOCUMENTATION.**
>
> **THAT THE HAMILTON PLACE COMMITTEE RECOMMENDS TO THE HECFI BOARD THAT THE DIRECTOR OF HAMILTON PLACE CONTINUE TO SERVE ON THE OPERA HAMILTON BOARD AS THERE DOES NOT SEEM TO BE ANY CONFLICT OF INTEREST.**
>
> **THAT THE 1987 OPERATING BUDGET FOR HAMILTON PLACE BE RECOMMENDED AS RECEIVED TO THE AUDIT & FINANCE COMMITTEE FOR APPROVAL; and**

THAT A PORTION OF THE HAMILTON PLACE BUDGETARY SURPLUS BE UTILIZED TO REPLENISH ITS INNOVATIVE PROGRAMMING FUND TO A MAXIMUM OF $75,000. AT DECEMBER 31, 1986.

MOTION CARRIED.

The following items were received for information:

(i) A formal request that the City's Executive Committee determine the source of funds from which to reimburse the Hamilton Place 1986 Operating Account for the $19,000. outstanding was tabled, to be discussed after the Mayor's return from China;

(ii) Messrs. Conacher and Burrows attended the hearing on Bill 26 - An Act to Amend the Retail Sales Tax - by the Standing Committee on Finance and Economic Affairs at 9:00 a.m. Thursday, November 20, 1986 at Queen's Park; there was good representation, well documented and very well presented; The Bill was referred back to the Legislature with no vote taken after the hearing;

(iii) Hamilton Place will present LORD OF THE RINGS, December 16-21; CHCH-TV and CKOC have agreed to co-sponsor the production; CHCH to pay for $20,000. of a $30,000. television advertising campaign;

(iv) There were 42 performances during the month of October; the Director of Finance reported verbally that October will show a budgetary surplus of $36,914. and a year-to-date surplus of $72,374.;

(v) A meeting of the Hamilton Performing Arts Foundation Inc. will be called for the same day as the next Hamilton Place Committee meeting.

Mr. Hector advised that the Ontario Legislature approved Bill 26 excluding the recommended changes which would have affected Hamilton Place Theatre For the Performing Arts. It was

MOVED by Mr. Hector, seconded by Alderman Wheeler that

MANAGEMENT BE DIRECTED TO COMMUNICATE HECFI'S APPRECIATION, IN WRITING, TO ALL POLITICIANS WHO SUPPORTED THE EXCLUSION OF THE RECOMMENDED CHANGES AFFECTING NOT-FOR-PROFIT PERFORMING ARTS CENTRES.

MOTION CARRIED.

6.2.1 Hamilton Place Committee Minutes of October 30, 1986

MOVED by Mr. Hector, seconded by Mr. Cino that

THE HAMILTON PLACE COMMITTEE MINUTES OF OCTOBER 30, 1986 BE RECEIVED.

MOTION CARRIED.

6.3 Hamilton Convention Centre Committee Ninth Report

MOVED by Mr. Yates, seconded by Mr. Beattie that

THE HAMILTON CONVENTION CENTRE COMMITTEE NINTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

> **THAT A FULL-TIME HEAD PORTER BE HIRED, EFFECTIVE JANUARY 01, 1987 AT A SALARY TO BE DETERMINED UNDER THE PRESENT SALARY STUDY.**

MOTION CARRIED.

The following items were received for information:

(i) The Director's Report for October 1986;
(ii) The Committee was informed that Management proposed to purchase an additional 12 - 4' Folding Banquet Tables from Messrs. Cassidys Ltd. in accordance with their quotation, which was the lowest of three received, at a cost of $1,027.20. including 7% Provincial Sales Tax;
(iii) the Committee agreed to discuss the possibility of HECFI initially funding the MacNab Arms Restaurant project.

6.3.1 Hamilton Convention Centre Minutes of October 31, 1986

MOVED by Mr. Yates, seconded by Mr. Beattie that

THE HAMILTON CONVENTION CENTRE MINUTES OF OCTOBER 31, 1986 BE RECEIVED.

MOTION CARRIED.

6.4 Audit & Finance Committee Fifteenth Report

MOVED by Mr. McFarland, seconded by Mr. Hector that

THE AUDIT & FINANCE COMMITTEE FIFTEENTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT THE TENDER SUBMITTED BY HONEYWELL LTD. IN THE TOTAL AMOUNT OF $18,173.00. FOR THE PROVISION OF HARDWARE AND SOFTWARE COMPONENTS OF A COMPUTERIZED PREVENTIVE MAINTENANCE SYSTEM FOR COPPS COLISEUM AND THE CENTRAL UTILITIES PLANT BE ACCEPTED AND THAT THIS PURCHASE BE CHARGED TO WORK IN PROGRESS ACCOUNT NUMBER 0408-U32785;

THAT THE TENDER SUBMITTED BY ADT SECURITY SYSTEMS IN THE AMOUNT OF $12,100.00. FOR THE SUPPLY AND INSTALLATION OF AN AUTOMATED SECURITY SYSTEM FOR COPPS COLISEUM BE ACCEPTED;

THAT THE TENDER SUBMITTED BY HILL'S VIDEO CENTRE IN THE TOTAL AMOUNT OF $15,303.05. FOR THE SUPPLY AND INSTALLATION OF A CAMERA SURVEILLANCE SYSTEM FOR COPPS COLISEUM BE ACCEPTED;

THAT AN AMOUNT OF $4,720.00. BE DEDICATED FOR THE SUPPLY AND INSTALLATION OF CONDUIT NECESSARY FOR THE ABOVE INSTALLATIONS WITH HIS WORK TO BE COORDINATED BY THE CHIEF ELECTRICIAN, COPPS COLISEUM AND THAT ALL OF THIS WORK BE CHARGED TO WORK IN PROGRESS ACCOUNT NUMBER 0408-U32784;

THAT THE PART-TIME POSITION OF HEAD PORTER AT THE HAMILTON CONVENTION CENTRE BE CONVERTED TO A FULL-TIME POSITION AS OF JANUARY 1, 1987 IN STEP 1 OF SALARY SCHEDULE 103 ($15,867.28, $16,736.72, $17,497.48, $18,257.72, $19,019.00) PER ANNUM, SUBJECT TO THE STEVENSON KELLOGG ERNST & WHINNEY COMPENSATION STUDY; and

THAT THE POSITION BE POSTED INTERNALLY BY THE DIRECTOR OF HUMAN RESOURCES OF THE CITY OF HAMILTON AND IN THE EVENT THAT A SUITABLE CANDIDATE CANNOT BE SELECTED FROM WITHIN ORGANIZATIONS OF THE CITY OF HAMILTON, INCLUDING HECFI, THAT THE DIRECTOR OF HUMAN RESOURCES BE AUTHORIZED TO ADVERTISE THE POSTING OUTSIDE;

THAT THE PART-TIME POSITION OF BOOKING COORDINATOR/SECRETARY FOR THE MARKETING DEPARTMENT BE CONVERTED TO A FULL-TIME POSITION; and

THAT THE JOB FACT SHEET FOR THE POSITION OF BOOKING COORDINATOR/SECRETARY FOR THE MARKETING DEPARTMENT BE AUTHORIZED AND CLASSIFIED IN STEP 1 OF SALARY SCHEDULE 103 ($15,867.28, $16,736.72, $17,497.48, $18,257.72, $19,019.00) PER ANNUM, SUBJECT TO THE COMPENSATION STUDY; and

THAT THE POSITION BE POSTED INTERNALLY BY THE DIRECTOR OF HUMAN RESOURCES OF THE CITY OF HAMILTON AND IN THE EVENT THAT A SUITABLE CANDIDATE CANNOT BE SELECTED FROM WITHIN ORGANIZATIONS OF THE CITY OF HAMILTON, INCLUDING HECFI, THAT THE DIRECTOR OF HUMAN RESOURCES BE AUTHORIZED TO ADVERTISE THE POSTING OUTSIDE;

THAT THE PART-TIME POSITION OF CLERK-TYPIST FOR THE MARKETING DEPARTMENT BE CONVERTED TO A FULL-TIME POSITION; and

THAT THE JOB FACT SHEET FOR THE POSITION OF CLERK-TYPIST FOR THE MARKETING DEPARTMENT BE AUTHORIZED AND CLASSIFIED IN STEP 1 OF SALARY SCHEDULE 103 ($15,867.28, $16,736.72, $17,497.48, $18,257.72, $19,019.00) PER ANNUM, SUBJECT TO THE STEVENSON KELLOGG ERNST & WHINNEY COMPENSATION STUDY; and

THAT THE POSITION BE POSTED INTERNALLY BY THE DIRECTOR OF HUMAN RESOURCES OF THE CITY OF HAMILTON AND IN THE EVENT THAT A SUITABLE CANDIDATE CANNOT BE SELECTED FROM WITHIN ORGANIZATIONS OF THE CITY OF HAMILTON, INCLUDING HECFI, THAT THE DIRECTOR OF HUMAN RESOURCES BE AUTHORIZED TO ADVERTISE THE POSTING OUTSIDE;

THAT THE FACILITY CHARGES IN THE AMOUNT OF $12,849.00. FOR USE OF THE HAMILTON CONVENTION CENTRE BY THE HAMILTON AREA CHALLENGE SQUARE DANCERS IN RESPECT OF THEIR ANNUAL CONVENTION ON NOVEMBER 6 - 8, 1986 BE RECOVERED FROM THE SPECIAL EVENTS SUBSIDY FUND; and

THAT THIS ORGANIZATION BE ADVISED THAT APPROVAL OF THIS REQUEST FOR SUBSIDIZATION DOES NOT GUARANTEE FUTURE FUNDING FROM THE SPECIAL EVENTS SUBSIDY FUND; and

THAT FUTURE REQUESTS FOR SUBSIDIZATION BE SUBMITTED BY THE ORGANIZATION ON AN APPROVED HECFI APPLICATION FORM WELL IN ADVANCE OF THE EVENT;

THAT THE FACILITY CHARGES IN THE AMOUNT OF $10,000.00. FOR USE OF THE HAMILTON CONVENTION CENTRE BY THE ONTARIO ASSOCIATION OF THE HOMES FOR THE AGED IN RESPECT OF THEIR CONVENTION ON SEPTEMBER 14 - 17, 1986 NOT BE RECOVERED FROM THE SPECIAL EVENTS SUBSIDY FUND;

THAT THE FACILITY CHARGES IN THE AMOUNT OF $3,620.00. FOR USE OF THE HAMILTON CONVENTION CENTRE BY THE POLLUTION CONTROL ASSOCIATION OF ONTARIO IN RESPECT OF THEIR ANNUAL CONVENTION ON APRIL 28 AND 29, 1986 NOT BE RECOVERED FROM THE SPECIAL EVENTS SUBSIDY FUND;

THAT THE FACILITY CHARGES IN THE AMOUNT OF $16,250.00. FOR USE OF THE HAMILTON CONVENTION CENTRE BY THE ASSOCIATION OF CENTRAL CANADA BROADCAST ENGINEERS IN RESPECT OF THEIR CONVENTION ON NOVEMBER 11 TO 13, 1986 NOT BE RECOVERED FROM THE SPECIAL EVENTS SUBSIDY FUND.

MOTION CARRIED.

The following items were received for information:

(i) The Consolidated Unaudited Operating Results for HECFI for the ten-Month Period ended October 31, 1986;
(ii) The Unaudited Operating Results of the Central Utilities Plant for the ten-Month Period ended October 31, 1986;
(iii) The Committee directed that management submit draft guidelines and an application form in respect of the Special Events Subsidy Fund in accordance with Board directives;
(iv) The Committee tabled the recommendation from the Director of Marketing for approval of an Account Executive Position HCC/HECFI effective January 1, 1987, subject to receipt of the Marketing Plan;
(v) The Committee requested management to reassess the total order of the "Instand By Spectralite 70 Limited" Portable Display Unit at a cost of $13,495.62. requested by the Director of Marketing, in order to bring the cost down to under $10,000.;
(vi) The report from the Director of Finance and Administration relative to the Telephone/Mail Order Service Fees.

6.4.1 Audit & Finance Committee Minutes of November 5, 7, 21, 1986

MOVED by Mr. McFarland, seconded by Mayor Morrow that

THE AUDIT & FINANCE COMMITTEE MINUTES OF NOVEMBER 5, 7, AND 21, 1986 BE RECEIVED.

MOTION CARRIED.

7. New Business

7.1 Committee Meetings & Attendance

The Managing Director stated that although he raised this issue at the last Board Meeting, some members of the Board were absent and he was therefore raising it again in order to stress the necessity of Board Members being available to attend the numerous meetings necessary to the successful operation of HECFI. It was recognized that the time commitment was onerous and suggested that applicants for Board membership be thoroughly appraised of the time commitment(s) inherent in the HECFI Board appointments.

7.2 Animated Film Festival : Subsidy Fund Request

The Hamilton Place Director's December 8th memorandum was received. The Chairman of the Board read from a memorandum received that morning from the Secretary of the Executive Committee stating that:

> "I would advise however, that your Board's recommendation that the Executive Committee determine the funding source for the balance of $19,000. for stage labour costs and equipment rentals was NOT approved by the Executive Committee and this matter is therefore being referred back to the HECFI Board for its disposition."

The Managing Director reviewed the background wherein the balance of $19,000. representing $10,000. in estimated stage labour (IATSE) costs and $9,000. in equipment rentals of the City Pledge in the total amount of $50,000. for 1986 relative to the Canadian International Animation Festival has been held in escrow for Hamilton Place Expenses until the funding source is determined. The amount of $21,000. previously approved by the HECFI Board and the Executive Committee represented Hamilton Place's licence fee or rental for the festival from September 29 - October 4, 1986. As the City's commitment to the Festival stated "...pledge $50,000. per annum in cash and services towards hosting the 1986 Festival..." management believed it was the Executive Committee's prerogative to determine the source of funding.

In view of the decision of the Executive Committee not to determine the source of funding and to refer it back to the HECFI Board, as well as the recognition that the Special Events Subsidy Fund is the only source of funding accessible to HECFI, it was

MOVED by Alderman Gallagher, seconded by Alderman Murray that

THE HECFI BOARD APPROVE PAYMENT OF $19,000. TO THE HAMILTON PLACE 1986 OPERATIONS BUDGET FROM THE SPECIAL EVENTS SUBSIDY FUND AND RECOMMEND THIS ACTION FOR APPROVAL BY THE CITY'S EXECUTIVE COMMITTEE.

MOTION CARRIED.

7.3 MacNab Arms Restaurant Update

This topic was discussed during the In-Camera Session.

8. Other Business

8.1 Comments : Mayor Morrow

Mayor Morrow extended Christmas greetings to fellow Board Members and staff and congratulated everyone on a successful 1986.

9. Adjournment

MOVED by Alderman Wheeler, seconded by Mr. Cino that

THE REGULAR SESSION ADJOURN AT 1:30 P.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

David Braley, Chairman

Patricia Bennett, Secretary

Promotion - Football Hall of Fame

Hamilton
Entertainment
and Convention
Facilities Inc.

FROM Fred Bogden, Director of Marketing, HECFI DATE Jan. 20/87

TO Chairman,
HECFI Board of Directors.

XX FOR INFORMATION

1. HECFI MARKETING ASSISTANCE REQUEST TO THE CANADIAN FOOTBALL HALL OF FAME

The matter of whether or not HECFI Marketing staff can assist the Canadian Football Hall of Fame at this time remains unchanged.

Our current marketing responsibilities and projected even heavier workload demands, with limited existing staff, unfortunately precludes any input to the Canadian Football Hall of Fame at this time.

It is suggested the request again be reviewed in 12 months time.

Respectfully submitted,

Fred Bogden,
Director of Marketing.

Attachment 3.2

Status Report on Hamilton Performing Arts Foundation

HAMILTON PLACE

FROM: Thomas Burrows, Director, Hamilton Place — For Information xx
Secretary Hamilton Performing Arts Foundation Inc.

TO: Board of Directors, Hamilton Entertainment & Convention Facilities Inc.
Board of Directors, Hamilton Performing Arts Foundation Inc.

SUBJECT: Report of Meetings, January 8, 1987, Hamilton Place Board Room of the former Directors and Annual Meeting of New Members/Directors of Hamilton Performing Arts Foundation Inc.

The following constitutes a Report. Formal minutes are in preparation and will be provided under separate cover.

A. A meeting of Directors of HPAF Inc. to conduct necessary business of the corporation since the last annual meeting - May 1, 1985.

Directors attending: David M. Hector; Chairman, Reg Whynott, Vice-Chairman; Sam M. Cino, Michael Watson and, by Proxy: Alderman William McCulloch and Frank DeNardis

Regrets: B. B. Shekter, Bruce Charlton, Aldermen V. Agro, M. Kiss, H. Merling, T. Murray

Also Present: Thomas Burrows, Secretary-Treasurer
Brian Conacher, John Leuser, P.DiFilippo

Actions Taken:

1. Approval of minutes of meeting held May 30, 1985, recommended approval to Annual Meeting
2. Approved of audited Financial Statements for year ended December 31,1985- recommended approval to Annual Meeting
3. Appointment of Auditors - appointed firm of Spicer MacGillivray of Hamilton for fiscal 1986.
4. Approved issuing Scholarship installments, previously awarded: (a) final installment ($500) of $3000 Scholarship to Paula Grove; (b) first two of three installments to Andre Gingras ($1500 - 1985/86, $1000 - 1986/87)
5. Motion to admit HECFI Board members as members of HPAF Inc. as previously approved by City of Hamilton in May of 1985.

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6. Motion to amend By-Law Number 1:

   MOVED by Mr. Whynott, seconded by Mr. Jaggard

   THAT BY-LAW NO. 1 - 16(a) AND 17(a) BE CHANGED TO INCREASE THE NUMBER OF DIRECTORS AS FOLLOWS:

   THE BOARD OF THE HAMILTON PERFORMING ARTS FOUNDATION INC. SHALL CONSIST OF THE DIRECTORS OF HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. AND FURTHER THE MEMBERSHIP OF THE BOARD SHALL AT ALL TIMES BE THE SAME AS THE MEMBERSHIP OF THE BOARD OF DIRECTORS OF HECFI.

   MOTION CARRIED

7. Recommendation to Annual Meeting that the membership sanction, approve ratify and confirm all corporate acts, resolutions, transactions and proceedings of the directors and officers of the Hamilton Performing Arts Foundation Inc. since the last annual meeting.

8. Adjournment

B. ANNUAL MEETING OF MEMBERS OF HAMILTON PERFORMING ARTS FOUNDATION INC.

Present: HECFI Directors/Foundation Members: David Hector, Sam Cino Terry Yates, Webb McFarland, Chris Bart, Norman Levitt, Tom Casey, Alderman B. Hinkley, Alderman R. Wheeler

Former Directors/Foundation Members: Reg Whynott, Jack Jaggard, Michael Watson

Note: Former Directors/Foundation members'appointments were automatically terminated at the conclusion of the Annual Meeting.

Also Present: Thomas Burrows, Secretary, Brian Conacher, CEO, John Leuser, Director of Finance and P. DiFilippo

Unable to attend: David Braley, Duncan Beattie, Alderman T. Murray and Alderman Gallagher

ACTIONS TAKEN:

1. Approval of Amendments to By-Law No. - 16(a) and 17(a)

   THE BOARD OF THE HAMILTON PERFORMING ARTS FOUNDATION INC. SHALL CONSIST OF THE DIRECTORS OF HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. AND FURTHER THE MEMBERSHIP OF THE BOARD SHALL AT ALL TIMES BE THE SAME AS THE MEMBERS OF THE BOARD OF DIRECTORS OF HECFI.

2. Approval of appointment of members of HECFI Board as members and directors of the Hamilton Performing Arts Foundation Inc.

3. Approval of Acts of former Directors/Officers:

3. THAT THIS ANNUAL MEETING OF THE MEMBERS SANCTIONS, APPROVES, RATIFIES AND CONFIRMS ALL CORPORATE ACTS, RESOLUTIONS, TRANSACTIONS AND PROCEEDINGS OF THE FORMER DIRECTORS AND OFFICERS OF THE HAMILTON PERFORMING ARTS FOUNDATION INC. SINCE THE LAST MEETING.

4. Approval of Financial Statements for 1985

5. Appointment of Spicer MacGillivray of Hamilton as auditors for the Hamilton Performing Arts Foundation Inc. for the 1987 fiscal year and until their successors are elected and appointed.

6. Election of Officers:

   MOVED by Mr. Yates, seconded by Alderman Hinkley

   THAT THE CHAIRMAN OF THE HAMILTON PERFORMING ARTS FOUNDATION INC. AND THE VICE_CHAIRMAN OF THE FOUNDATION BE THE SAME AS THE CHAIRMAN AND VICE_CHAIRMAN OF HECFI, THE CHIEF EXECUTIVE OFFICER OF HECFI BE CEO OF THE FOUNDATION, THE DIRECTOR OF FINANCE OF HECFI BE THE TREASURER AND THAT THE DIRECTOR OF HAMILTON PLACE BE THE SECRETARY.

   MOTION CARRIED

7 . It was requested that management provide, prior to the next meeting of HPAF Inc.:

   (a) Copy of HPAFI By-Laws and the amendment to By-Law #1

   (b) Copy of Procedures and Guidelines followed in the awarding of Student Scholarships.

   (c) A management report regarding 1)proposed Accounting Policies and Procedures for HPAF Inc. and 2) suggested form for presentation of financial statements/information that incorporates HPAFI production activity.

Thomas Burrows

January, 1987

Attachment 4

Report From the Director of Marketing

Hamilton
Entertainment
and Convention
Facilities Inc.

FROM Fred Bogden, Director of Marketing, HECFI DATE Jan. 20/87

TO Chairman,
HECFI Board of Directors.

XX FOR INFORMATION

Due to my extended absence because of recurring illness and my return to the office on January 19, 1987, I have been unable to submit a January Marketing Update Report.

However, it is understood that the December Marketing Update Report previously deferred will be discussed on January 23, 1987.

Respectfully submitted,

Fred Bogden,
Director of Marketing.

Hamilton
Entertainment
and Convention
Facilities Inc.

FROM: Fred Bogden, Director of Marketing, HECFI **DATE:** December 5, 1986

XX FOR INFORMATION

FOR ACTION

TO: Chairman,
HECFI Board of Directors.

SUBJECT: MARKETING UPDATE REPORT

1. COPPS FIRST ANNIVERSARY CELEBRATION
Saturday, November 29, 1986

The decision to mark Copps Coliseum first anniversary event as a "people" event rather than an "elitist" party favorably resulted in close to 2800 citizens and sports figures attending the all-day "free skating party".

Skaters took a controlled one-half hour skate on the Coliseum ice from 8:30 A.M. to 8:00 P.M.

A special informal cake-cutting ceremony took place at 11:00 A.M. during which representatives from the City of Hamilton, the Copps Family, HECFI, and sports personalities, spoke briefly. Also in attendance were several members of the famed Hamilton Tattered Tigers.

The anniversary cake (shaped in the form of a Puck) was large enough to merit submission by Copps staff to the Guiness Book of World Records in London, England.

Media coverage (print, radio and television), despite the competing Grey Cup festivities, was outstanding (see attached samples of some print coverage).

"Copps Coliseum" touques were distributed on a complimentary basis to all children 16 and under as a special momento of the event and will be an on-going public relations vehicle in promoting the facility.

An added attraction of the day's activities was a short A.V. featuring visual highlights of the various entertainment and sports events held at Copps during the first twelve months of activity.

1. (Continued)

Among the congratulatory messages received was the attached from His Honour Lt. Governor Lincoln Alexander.

Expenses for the event were as follows (which came in under budget).

EXPENSES

Copps Coliseum touques (1500) (K. BRAND LTD., Mount Forest)	$ 3,492.48
"World's Largest Puck" Anniversary Cake (Culshaw's Bakery)	$ 1,500.00
Vocal Group (Dunn Family) donated in Dunn Family's name to CHML Christmas Tree of Hope Fund	$ 50.00
Media Advertising - Brabant Newspapers	$ 225.00
Hamilton Spectator	$ 350.00
Radio Stations CHML	$ 150.00
CKOC	$ 150.00
CHAM	$ 150.00
Copps - Event Charges	$ 933.25
Stronco AV	$ 510.25
Volume - Labour/Linen	$ 68.96
	$ 7,579.94

2. HECFI MARKETING ASSISTANCE REQUEST TO FOOTBALL HALL OF FAME

Unfortunately, due to other work pressures and limited staffing, it will be impossible to dedicate any marketing assistance at this time to the Football Hall of Fame.

3. 10TH ANNUAL CONFERENCE MEETINGS AND INCENTIVE TRAVEL ASSOCIATION OF CANADA

On November 30th, December 1st and December 2nd, Hamilton hosted 125 delegates from across Canada, the U.S.A. and the United Kingdom at the 10th annual Meetings and Incentive Travel Conference.

3. (Continued)

This group was established in 1977 to provide a forum for communication between government and the private sector on issues relating to the meetings industry.

At the annual conference of industry leaders, sector members of the seven groups;

(1) Accomodations / Hotels
(2) Convention and Visitors Bureaus
(3) Convention Centres
(4) Ground Operators / Transportation
(5) Universities
(6) Provincial Tourism Departments
(7) Tourism Canada

each appoint one sector representative to a Steering Committee.

The Hamilton Conference, chaired by F. Bogden, HECFI, Director of Marketing, confronted several key issues of Canada's meetings industry during recent years. Developments from the Hamilton Conference are now being communicated to the Federal and Provincial Ministers of Tourism.

In closing remarks to the conference, the national chairman commented "the last few days in Hamilton have demonstrated to all delegates this city's ability to take its place as one of Canada's premier conventions and meetings destinations. Particularly valuable has been the exposure to the city's professional peers who may be competitive in one sense but in the international market will also be supporters in the "Canadian Marketing Team". The chairman also added "The Hamilton Convention Centre has been instrumental in the success of the conference which, coupled with the overall support of Hamilton's hotel industry, has made this year's conference the most productive ever".

One of the key resolutions from the Hamilton Conference was that the Association endorse and support the organization and implementation of a major international conference to be held in Canada in the Fall 1988 on the theme of "Tourism as a Vital Force for Peace". Hamilton will be encouraged to bid for this prestigious event.

Attached are copies of the following conference presentations:

(A) Opening keynote remarks to the conference by Allan J. Cocksedge, Assistant Deputy Minister, Tourism, Department of Regional Industrial Expansion, Ottawa.

3. (Continued)

(B) Presentation entitled "Meetings and Incentive Travel - A Global Prespective" by Louis J. D'Amore, President, L.J. D'Amore and Associates, Montreal.

(C) Situation Report from Barbara Rugowski, Commercial Officer, Meetings and Incentive Travel, Canadian Consulate General, New York City.

(D) Situation Report from William Line, Director, Meetings and Incentive Travel, Canadian Consulate General, Chicago.

(E) Situation Report from Dick Pennick, Commercial Officer, Meetings and Incentive Travel, Canadian Consulate General, Wshington D.C.

(F) Conference Program.

4. HOTEL CONVENTION ROOM BLOCKS

At a November 25th meeting of the Hamilton Convention Update Committee, extensive discussion took place with respect to recent media coverage of the hotel convention block situation in the City of Hamilton and, in particular, emphasis on the recent indication that "Hamilton had lost a major national conference". Facts presented today were that this conference - the State Farm Insurance Companies proposed convention in June, 1988, in Hamilton, was not won by Hamilton primarily because of the difficulty in selling the image of Hamilton to the decision-makers. The average salary of the attendees is in the range of $100,000 and their feeling towards the city was that Hamilton does not offer sufficient night-life activities nor prestigious shopping. The verbal report given was that the Sheraton Hamilton bent over backwards to co-operate. The industry is most reluctant to emphasize the image problem to the media as this could be detrimental to future marketing activities. State Farm have indicated they will now entertain holding regional type meetings in Hamilton attracting 100 to 200 delegates each which will provide a base for image building and actual on site experience.

Attached is copy of State Farm Insurance letter of November 5th to Mr. S. Farrauto, Account Executive, Hamilton Convention Centre.

Extensive discussion also took place with respect to the Hamilton Challenge Square Dancers. The local representative, Mr. Don Terry, will be invited to the next meeting of the Convention Update Committee meeting at which time all contentious areas will be discussed and hopefully resolved. There was consensus that indeed this annual regional square dance conference is just as important to Hamilton as a national conference and will be treated as such on a city-wide basis.

5. IMAGE GROUP / BOGDEN VISIT TO BALTIMORE AND WASHINGTON, D.C.

Attached is copy of my report to Mr. Brian Conacher, Managing Director/ Chief Executive Officer on the October 23rd and October 24th trip.

6. READING MATERIAL

(A) Attached are copies of articles from the November 1986 issue of Meetings and Conventions Magazine entitled:

"CHOOSING A CONVENTION CENTRE"

"CONVENTION CENTRES - NEW WAYS WITH FOOD"

"CONVENTION CENTRES - THE VALUES OF DESIGN AND FUNCTIONS"

(B) Canadian Meetings and Incentive Travel, December 1986 article entitled "Competing with Toronto".

7. ON-GOING ACTIVITIES NOW UNDERWAY INCLUDE

(A) Preperation of the HECFI 1987 Marketing Plan
(B) Mohawk College Sixth Annual Placement Program
(C) Review - Canadian World Animation Festival
(D) Marketing of Copps Private Boxes
(E) Development of advertising and display space revenues - Copps
(F) Possible Copps ticket surcharge
(G) Review of Copps and Hamilton Convention Centre rental rates
(H) Possible NHL Bid Promotions
(I) Hamilton Ambassador Program
(in conjunction with Chamber and Region)

Respectfully submitted,

Fred Bogden,
Director of Marketing.

APPENDIX "A"

CONVENTION REVENUE GENERATION TO THE CITY OF HAMILTON

DATES	CONFERENCE	NUMBER OF DELEGATES	ACCOMMODATION	ANCILLARY REQUIREMENTS	FOOD & BEVERAGE	RETAIL	TOTAL
Dec. 1-2, 1986	10TH ANNUAL MEETING AND INCENTIVE TRAVEL ASSOCIATION OF CANADA	125	$ 6,148	$ 2,375	$ 3,163	$ 1,443	$ 13,129
		125	$ 6,148	$ 2,375	$ 3,163	$ 1,443	$ 13,129

ONTARIO

OFFICE OF

THE LIEUTENANT GOVERNOR

QUEEN'S PARK, TORONTO

M7A 1A1

TEL. (416) 965-2005

It gives me great pleasure as representative of Her Majesty The Queen in the Province of Ontario to extend greetings and congratulations to His Worship Mayor Robert Morrow and the people of Hamilton, on the occasion of the first anniversary of the Victor K. Copps Trade Centre/Arena (Copps Coliseum), to be celebrated on November 29, 1986.

The people of Hamilton can be justifiably proud of their city's Coliseum. I am certain that this beautiful facility has already begun to make enormous contributions to the lives of many in Hamilton. The cultural and athletic programs and experiences which it offers to your citizens have become a fundamental and essential part of the larger community's continuing growth and vitality.

May I send to you my best wishes for a most memorable anniversary weekend.

Lincoln M. Alexander
Lieutenant Governor

November 1986

Flamborough News,
Wednesday, November 19, 1986.

COPPS COLISEUM
FIRST ANNIVERSARY

FREE SKATE

SATURDAY, NOVEMBER 29th — 8 A.M.-9 P.M.

TICKETS: Available Copps Coliseum Box Office Mon. thru Sat. 10 A.M. to 5 P.M. Starting Saturday, Nov. 15th.
Each ticket entitles bearer to a ½ hour skate at times specified. Children under 12 must be accompanied by an adult.
LIMIT — four tickets per family while they last.
"A Prelude to Winterfest"

Copps Coliseum
VICTOR K. COPPS TRADE CENTRE/ARENA

The Hamilton Spectator,
December 1, 1986.

Coliseum celebrates first anniversary

2,000 turn up to enjoy all the fun

Five-year-old Holly Tremain from Hamilton was among those who received a free toque.

Paul Hourigan, The Spectator

THE BIG stars didn't appear at Copps Coliseum on Saturday.

Instead, close to 2,000 Hamilton and area people were the real stars, celebrating Copps' first anniversary and playing a role in what may become trivia history.

To help honor the $42.7 million building, the boys at Copps decided to shoot for the record books and created a cake 240 cm (eight feet) across in the shape of a giant hockey puck.

Nine centimetres (three and a half inches) thick with a rich, chocolate icing, the cake weighed in at a whopping 159 kilograms (375 pounds) and is Hamilton's bid for entry into the Guinness World Book of Records.

"It's an entry almost unto itself," says Copps' public relations director Norm Marshall. "We should have no problem being listed in the next edition because it's the largest chocolate cake ever made in the shape of a puck. There's been no other."

The cake, cut amid a torrent of official speeches, was just one highlight of a free day of skating at the 17,300-seat arena.

The special day brought out first-timers to the arena as well as politicians and city hall workers.

For Clifford and Marjorie Caudle of Bond Street North, it was their introduction to the coliseum.

"I take a lot of pride in the building," said Mr. Caudle, 74, as he polished off a slice of cake. "I helped pay for it."

Barb Carruthers of Grimsby brought her six-year-old daughter Erin and Kirtsyn, nine months, for a free skate.

"It's about time Hamilton had it," she said. "It's such a big city now it deserves it."

Wendy Marchello of Stoney Creek was also making her first visit and pronounced Copps "nice, big, clean and colorful."

Just for the record, the cake took four hours to make and eight hours to decorate.

Here's the recipe in case you're tempted to top it: 10 kg (22 pounds) of shortening, 32 kg (72 pounds) of sugar, 20 kg (46 pounds) of flour, 270 g (six pounds) of cocoa, 135 g (three pounds) of baking powder, 20 dozen eggs, 27 kg (60 pounds) of water.

The icing included 675 g (15 pounds) of butter, 27 kg (60 pounds) of icing sugar and 270 g (six pounds) of chocolate and 18 dozen egg whites.

"It's the biggest cake we've ever baked," said Ted Culshaw of Culshaw's Cakes on Ottawa Street North.

Saturday, November 29, 1986.
THE HAMILTON SPECTATOR

Icing the puck

Ron Pozzer, The Spectator

It's the Copps Coliseum's first anniversary bash and you're invited. Public skating will be free today from 8 a.m. to 7.30 p.m. and the first 1,000 children through the door, accompanied by an adult, will receive a red and white coliseum toque. And, of course, there'll be a cake. Donna Keleeuw, left, and Bonnie MacDonald put the finishing touches on the confection shaped like a hockey puck.

NOTES FOR REMARKS BY

ALLAN J. COCKSEDGE

ASSISTANT DEPUTY MINISTER, TOURISM

DEPT. OF REGIONAL INDUSTRIAL EXPANSION

OTTAWA

TO THE

MEETINGS AND

INCENTIVE TRAVEL CONFERENCE

SHERATON-HAMILTON

HAMILTON, ONTARIO

NOVEMBER 30 TO DECEMBER 2, 1986

GOOD MORNING LADIES AND GENTLEMEN. Let me begin by thanking you for inviting me to speak to the Meetings + Incentive Travel Conference this year.

~~ON BEHALF OF MINISTER VALCOURT, MINISTER OF STATE, SMALL BUSINESS AND TOURISM, WHO WAS UNABLE TO BE HERE TODAY, I EXTEND WARMEST GREETINGS.~~

I HAVE HAD THE PLEASURE OF WORKING WITH DAVID JAMES AND THE M&IT STEERING COMMITTEE AND I AM PLEASED TO BE WITH THE ENTIRE M&IT COMMUNITY TODAY.

I WAS THINKING IT'S RATHER FITTING THAT YOU ARE HOLDING THIS CONFERENCE IN THE CITY OF HAMILTON, A CITY WITH A HISTORY OF HARD WORKING PEOPLE PRODUCING WORLD CLASS PRODUCTS AND WITH THE KNOWLEDGE, SKILLS AND DETERMINATION TO COMPETE SUCCESSFULLY IN WORLD MARKETS. Reputation

HAMILTON'S ~~PENCHANT~~ FOR HARD WORK, TO PRODUCE EXCELLENT PRODUCTS AND TO SELL THEM IS WELL KNOWN. INDEED, THIS ATTITUDE TO BE A WINNER HAS EVEN TRANSMITTED ITSELF ONTO THE FOOTBALL FIELD AS ANY ~~OTTAWA ROUGH RIDER~~ Toronto or Edmonton FOOTBALL FAN CAN READILY, ALTHOUGH PERHAPS RELUCTANTLY, ATTEST.

These same qualities can certainly be used in the tourism industry
IN TODAY'S HIGHLY COMPETITIVE, OFTEN CUT-THROAT WORLD ~~TOURISM SCENE~~ NO COUNTRY CAN AFFORD TO REST ON ITS LAURELS. TODAY, TO BE SUCCESSFUL IN TOURISM REQUIRES A LOT OF HARD WORK, WORLD CLASS PRODUCTS AND LAST, BUT CERTAINLY NOT LEAST, THE SKILLS TO BE ABLE TO CONVINCE PEOPLE TO BUY THOSE PRODUCTS.

WHAT WE NEED TO DO TODAY, MORE THAN AT ANY TIME IN THE HISTORY OF TOURISM, IS TO FIELD A STRONG TEAM. FOR SOME TIME WE AT TOURISM CANADA HAVE STRESSED THE TEAM APPROACH, NOT ONLY WITHIN OUR OWN RANKS, BUT IN OUR DEALINGS WITH THE INDUSTRY AND OTHER GOVERNMENTS. THE SIMPLE FACT IS THE TEAM APPROACH, SOMETIMES SIMPLY CALLED CO-OPERATIVE EFFORT, IS ESSENTIAL FOR SURVIVAL.

HISTORICALLY THE CANADIAN TOURISM SCENE HAS BEEN DESCRIBED AS BEING FRAGMENTED AND BECAUSE OF THIS FRAGMENTATION DIFFICULT TO DEAL WITH. REGARDLESS OF WHAT IT WAS OR MAY STILL BE IN CERTAIN RESPECTS, IT IS ESSENTIAL THAT GOVERNMENTS AND THE PRIVATE SECTOR WORK DILIGENTLY TOGETHER, USING THEIR COLLECTIVE EXPERTISE AND FINANCIAL RESOURCES, ~~FOR THE OVERALL GOOD OF CANADA, THE ECONOMIC WELL BEING OF THE PEOPLE OF CANADA.~~

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I REFERRED A MOMENT AGO TO THE TEAM APPROACH. I'D LIKE TO TOUCH ON THAT AGAIN IN A SLIGHTLY DIFFERENT CONTEXT. I AM SURE MANY OF YOU ARE AWARE THAT THERE HAVE BEEN SOME CHANGES IN THE OVERALL LOOK AT TOURISM CANADA. IN FACT WE HAVE RECENTLY GONE THROUGH A SUBSTANTIAL REORGANIZATION. ~~LET ME ASSURE YOU~~ THE REASONS FOR REORGANIZING TOURISM CANADA WERE REAL AND NEEDED; SO THAT WE COULD COME UP WITH A BETTER TEAM IN OTTAWA, A TEAM THAT CAN BETTER SERVE YOU. ~~WE FEEL WE NOW HAVE THAT WINNING COMBINATION.~~

LET ME JUST OUTLINE QUICKLY SOME OF THE ADVANTAGES OF THE NEW STRUCTURE. IT PLACES THE EMPHASIS ON SERVICE TO BUSINESS. FUNDED PROGRAMS ARE BUT ONE OF ~~THE INSTRUMENTS~~ OUR PRODUCT. IT REORIENTS BOTH MARKET DEVELOPMENT AND PRODUCT DEVELOPMENT BY FUNCTION (ADVERTISING, PROMOTION, ~~PRODUCT LINES ASSESSMENT, SERVICE ASSESSMENT ETC.~~ TRADE Development.) ~~RATHER THAN BY GEOGRAPHY~~. IT MOVES POLICY WORK TO THE SUPPLY SIDE OF TOURISM TO INTEGRATE POLICY DEVELOPMENT WITH PRODUCT DEVELOPMENT. AND FINALLY IT HIGHLIGHTS THE REQUIREMENT FOR MORE RIGOROUS RESEARCH BY HAVING THE RESEARCH GROUP, RESPONSIBLE FOR QUALITY CONTROL AND METHODOLOGY, REPORT DIRECTLY TO ~~THE ASSISTANT~~ ME ~~DEPUTY MINISTER. THAT'S NOT THE WHOLE STORY, BUT I THINK YOU GET THE IDEA.~~

ESPECIALLY Providing Timely detail Informa

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I WOULD ALSO LIKE TO ASSURE YOU THAT AFTER REORGANIZATION, MEETINGS AND INCENTIVE TRAVEL STILL ENJOYS ~~A~~ AS HIGH A PRIORITY WITHIN TOURISM CANADA.

SO AT TOURISM CANADA WE HAVE A ~~NEW TEAM~~...PEOPLE HAVE NOW SETTLED INTO THEIR NEW JOBS AND ~~WE'RE~~ READY TO PLAY BALL. - Advance Dong Fyfe.

WHILE MOST PEOPLE DID NOT CHANGE JOBS, SOME DID AND AT THIS TIME I WOULD JUST LIKE TO INTRODUCE TO YOU ONE OF THE NEW PLAYERS SO FAR AS MEETINGS AND INCENTIVE TRAVEL IS CONCERNED.

THE PERSON NOW IN CHARGE OF M&IT ACTIVITIES AT TOURISM CANADA IS KEN TALWAR AND I WOULD JUST LIKE TO HAVE KEN STAND SO THAT YOU WILL BE ABLE TO RECOGNIZE HIM. KEN IS YOUR CONTACT IN OTTAWA AND I'M POSITIVE HE WILL DO A GOOD JOB. ~~I HAVE WORKED WITH KEN ON A NUMBER OF PROJECTS AND I KNOW HE IS A DEDICATED WORKER.~~

KEN IS TAKING OVER FROM SUE BROWN WHO HAS MOVED INTO A NEW POSITION ELSEWHERE IN THE DEPARTMENT AND I WOULD LIKE TO PUBLICALY THANK SUE FOR HER EFFORTS.

~~TO GIVE YOU FURTHER EVIDENCE THAT MEETINGS AND INCENTIVE TRAVEL IS TAKEN SERIOUSLY AT TOURISM CANADA I WOULD LIKE TO INTRODUCE YOU TO TWO MORE NEW PLAYERS.~~ ~~ALSO~~

Also.
WE NOW HAVE IN PLACE TWO NEW PEOPLE IN THE UNITED STATES WHO WILL HELP CARRY THE M&IT BALL IN THIS MOST IMPORTANT AND LUCRATIVE MARKET.

I WOULD LIKE TO INTRODUCE YOU TO OUR NEW PERSON IN NEW YORK, BARBARA RUGOWSKI, AND IN CHICAGO, BILL LINE. ~~AND ALSO TO OUR ongoing PERSON IN WASHINGTON DICK PENNICK~~. Dick Pennick from our Washington office will also be with us tomorrow. IF THEY WOULD JUST STAND FOR A MOMENT. - John Munro -

~~BARBARA BILL~~

~~RUGOWSKI AND LINE ARE LOCALLY ENGAGED STAFF AND I WOULD LIKE TO EMPHASIZE THE BENEFITS OF HIRING LOCAL PEOPLE. AMONG OTHER THINGS THERE IS PERMANENCE, ESTABLISHED CORPORATE AND ASSOCIATION CONTACTS, AND THEY KNOW WELL THE MARKETS THEY ARE WORKING IN.~~

ALL HAVE SOLID M&IT EXPERIENCE, BARBARA IS A CAE (Certified Association Executive) WHO WORKED FOR THE HOTELS ASSOCIATION AND BILL WAS PREVIOUSLY THE CHICAGO REPRESENTATIVE FOR THE SAN FRANCISCO VISITOR AND CONVENTION BUREAU.

~~OBVIOUSLY HIRING A COUPLE OF PEOPLE DOESN'T REPRESENT ALL THAT IS NEW AND INTERESTING AT TOURISM CANADA SO FAR AS M&IT IS CONCERNED. THERE ARE ALL MANNER OF PROJECTS AND PROGRAMS UNDERWAY.~~ In addition to having new staff on board there are a number of projects + programs underway. SOME ~~VERY IMPORTANT PROJECTS~~ HAVE BEEN COMPLETED, OTHERS ARE ABOUT TO BE LAUNCHED.

~~I WOULD LIKE TO TOUCH ON A COUPLE OF THOSE PROJECTS NOW.~~ TWO MAJOR RESEARCH STUDIES WERE UNDERTAKEN THIS YEAR. ~~ONE HAS BEEN COMPLETED AND THE OTHER WILL SWING INTO HIGH GEAR THE FIRST OF THE YEAR.~~

THE U.S. MEETING PLANNERS STUDY HAS BEEN COMPLETED AND I AM SURE YOU WILL BE INTERESTED IN THE RESULTS.

~~TO GIVE YOU A BIT OF BACKGROUND LET ME JUST TELL YOU WHAT THE STUDY WAS ALL ABOUT.~~

THE PRIMARY PURPOSE OF THE STUDY WAS TO IDENTIFY THE MOST EFFECTIVE ADVERTISING APPROACH TO USE AGAINST THE U.S. MEETINGS AND CONVENTION MARKET. A RESEARCH FIRM (HUTCHINSON-REID) WAS HIRED BY TOURISM CANADA TO CONDUCT IN-DEPTH SURVEYS OF U.S. MEETING PLANNERS AND ASSOCIATION EXECUTIVES TO DISCOVER WHAT THEY KNEW OR FELT ABOUT HOLDING MEETINGS IN CANADA.

~~IT GOES WITHOUT SAYING WE HAD SOME PARTNERS, NAMELY~~ THE CITY OF TORONTO AND THE GOVERNMENT OF THE NORTHWEST TERRITORIES ~~WHO~~ WORKED WITH US ON THE SURVEY.

...7

THE SURVEY INCLUDED 40 IN-DEPTH INTERVIEWS OF INDIVIDUALS IN THE UNITED STATES RESPONSIBLE FOR PLANNING MEETINGS. THE TERM "MEETINGS" COVERS DIFFERENT SIZES AND TYPES OF MEETINGS, RANGING FROM BOARD MEETINGS TO CONVENTIONS AND INCLUDING TRADE SHOWS.

WHILE WE ARE BEING CAUTIONED ABOUT THE RESULTS (BECAUSE OF THE SMALL SAMPLE SIZE) ~~NEVERTHELESS~~ I THINK SOME OF THE FINDINGS ARE ~~MOST~~ INTERESTING ~~AND WE SHOULD BE VERY AWARE OF WHAT WE ARE BEING TOLD BY THESE PLANNERS.~~

IN TERMS OF TARGETING, THE STUDY TELLS US THAT THE PRIME TARGETS ARE ASSOCIATIONS AND CORPORATIONS WITH CHAPTERS OR SUBSIDIARIES IN CANADA. THE CANADIAN SUBSIDIARY IS AN IMPORTANT TARGET. THE STUDY ALSO TELLS US THAT ORGANIZATIONS WITH SOPHISTICATED (WELL TRAVELLED) DELEGATES BETTER APPRECIATE CANADA'S FOREIGN DIFFERENCE.

IN THE AREA OF CHANNELS OF COMMUNICATION WE ARE BEING TOLD THAT THE MORE PERSONAL THE COMMUNICATION THE BETTER; WE ARE BEING TOLD THAT MEETING PLANNERS ARE NOT LOOKING FOR GOVERNMENTS FOR THEIR

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INFORMATION, THAT THEY LIKE TO DEAL WITH CONVENTION BUREAUX AND THE FACILITIES DIRECTLY.

AS FOR PRODUCT, THE PLANNERS INTERVIEWED RECOGNIZED THE APPEAL OF MAJOR CANADIAN DESTINATIONS. THEY ALSO SAW CANADA AS DIFFERENT, FOREIGN, EXCITING, ~~chic~~, WITHOUT BEING TOO DIFFERENT. THERE WAS STRONG ~~PLAYBACK~~ Feedback FROM VIRTUALLY ALL OF THEM ON THE APPEAL OF OUR MAIN CITIES.

CANADA IS APPEALING. THE IMAGE OF THE COUNTRY AND EXPERIENCE WITH MEETINGS IN CANADA ARE VERY POSITIVE. THERE ARE BARRIERS THOUGH. ONE IS IGNORANCE IN GENERAL AND SPECIFICALLY OF FACILITIES AND SERVICES AVAILABLE. PLANNERS HAVE TO BE ASSURED OF GOOD FACILITIES AND SERVICES, BUT THERE IS A PROBLEM IF THEY HAVE A BASIC LACK OF KNOWLEDGE OF ~~THOSE FACILITIES AND SERVICES~~ Them. PREDICTABILITY IS VERY IMPORTANT TO THE MEETING PLANNER.

THE MAIN STRENGTHS OF CANADA ARE ITS DIFFERENCE IN BEING FOREIGN AND having BEAUTIFUL CITIES. WE ALSO HAVE A REPUTATION FOR MODERN FACILITIES. WE ALSO HAVE SOME STRANGE CONTRADICTIONS THAT HAVE TO BE ADDRESSED. FOR INSTANCE, WE ARE SEEN AS COSTLY DESPITE OUR MUCH LOWER IN VALUE DOLLAR.

WE ARE SEEN AS FAR AWAY AND HARD TO GET TO EVEN THOUGH YOU AND I KNOW IT'S EASIER TO GET TO OUR MAIN CITIES THAN IT IS TO MANY CITIES IN THE U.S.

INTERESTINGLY OUR WEATHER IS SEEN AS A POTENTIAL POSITIVE IN THE SENSE THAT WEATHER IN TORONTO AND MONTREAL HAS A SUPERIOR--BRIGHTER, FRESHER, LESS OPPRESSIVELY HOT--IMAGE COMPARED TO THE EXTREMES OF THE NORTHERN U.S. HOWEVER, MOST THE PLANNERS WOULD NOT MEET BEFORE LATE SPRING OR AFTER EARLY FALL.

THE STUDY PROVIDES SOME INTERESTING INFORMATION WITH RESPECT TO HOW WE MIGHT WANT TO MARKET CANADA. IT EMPHASIZES THAT ACROSS ALL CHANNELS OF COMMUNICATION CANADA SHOULD CONCENTRATE ON ITS STRENGTHS RATHER THAN ADDRESS PROBLEMS. MARKETING ACTIVITIES SHOULD BE TAILORED TO THE THREE CLASSES OF MEETINGS: LARGE CONVENTIONS, SMALLER MEETINGS, SEMINARS.

WE ARE BEING TOLD THAT A SINGLE MARKETING INITIATIVE (AN AD CAMPAIGN) SHOULD NOT ATTEMPT TO DEAL WITH MORE THAN ONE AREA OF THE COUNTRY. MOST EMPHASIS SHOULD BE PLACED ON URBAN FACILITIES. A SINGLE PROMOTION SHOULD NOT ATTEMPT TO DEAL WITH A VARIETY OF NEEDS.

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WE ARE BEING TOLD TO RISE ABOVE THE CLUTTER CONTAINED IN MEETINGS' PUBLICATIONS; TO CONVEY THE MOOD OF FRESHNESS AND BEAUTY OF OUR CITIES; TO FEATURE DIFFERENT REGIONS IN DIFFERENT MARKETING INITIATIVES WHILE STILL EMPHASIZING CANADA. TESTIMONIALS COULD BE USED.

PLANNERS ARE ALSO LOOKING FOR INFORMATION AND THE MORE EXAMPLES THAT CAN BE GIVEN—SUCH AS PRICES, FLIGHTS ETC.—THE BETTER.

SOME OTHER THINGS WE SHOULD BE EMPHASIZING...THE CLOSENESS OF CANADA TO THE U.S., INEXPENSIVE AND FREQUENT FLIGHTS, BETTER FACILITIES WITH BETTER DEALS...

THE NAME OF THE GAME IS PRACTICAL MESSAGES RATHER THAN MOOD MESSAGES.

SO THERE YOU HAVE A SORT OF THUMBNAIL SKETCH OF THE STUDY WE COMMISSIONED. IT CONTAINS A GREAT DEAL OF VERY INTERESTING INFORMATION, I THINK, AND I AM SURE YOU WILL WANT TO READ THE ENTIRE DOCUMENT. ~~WE WILL MAKE SURE YOU GET A COPY.~~ COPIES ARE Available here for you to take away.

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I WOULD LIKE NOW TO TOUCH VERY BRIEFLY ON ANOTHER STUDY WHICH IS JUST ABOUT TO MOVE INTO HIGH GEAR. IT'S A MEETINGS AND CONVENTIONS BUSINESS MEASUREMENT SURVEY AND WILL BE CONDUCTED BY STATISTICS CANADA.

STATISTICS CANADA HAS UNDERTAKEN TO SURVEY ALL CANADIAN MEETING FACILITIES--CONVENTION CENTRES, HOTELS/MOTELS, AND UNIVERSITIES TO DETERMINE TYPES OF MEETINGS, NUMBER OF DELEGATES, ORIGIN OF DELEGATES, ROOM NIGHTS BOOKED ETC.

THE $100,000 SURVEY WILL START IN JANUARY AND WILL, FOR THE FIRST TIME, PROVIDE AN ACCURATE MEASURE OF MEETINGS AND CONVENTION BUSINESS ACROSS THE COUNTRY.

THE CONTACT PERSON FOR THE STUDY IS BILL BIRBECK AND ~~I WOULD ASK BILL TO STAND FOR A MOMENT.~~ he will join you tomorrow during workshops.

TO THIS POINT I SEEM TO HAVE DEALT ALMOST EXCLUSIVELY WITH RESEARCH PROJECTS AT TOURISM CANADA. WHILE MARKET INTELLIGENCE, THE COLLECTION OF GOOD DATA, IS VERY IMPORTANT AND IS A HIGH PRIORITY, THAT'S NOT TO SAY WE ARE NOT GOING TO CONTINUE TO DO OTHER THINGS WHICH WILL BE OF INTEREST TO YOU.

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~~TOURISM CANADA WILL CONTINUE WITH A WIDE RANGE OF ACTIVITIES.~~ NOW THAT WE HAVE SOME SOLID INFORMATION TO HELP DIRECT US, WE WILL SHORTLY BEGIN WORK ON DEVELOPING A COOPERATIVE M&IT ADVERTISING PROGRAM FOR 1987-88. IN THE MEANTIME CONSUMER ADVERTISING WILL BE DIRECTED TO AN M&IT TARGET AUDIENCE.

IN THE UNITED STATES, SITE INSPECTIONS AND TRADE DEVELOPMENT ASSISTANCE WILL CONTINUE TO BE DELIVERED BY THE U.S. POSTS.

WE WILL CONTINUE OUR EFFORTS OVERSEAS ALTHOUGH WE WILL BE LOOKING AT CERTAIN PROJECTS TO ENSURE THEY ARE DOING THE JOB. IF THEY ARE, THEN I CAN ASSURE YOU THEY WILL CONTINUE.

MENTION London.

AND WE WILL BE KEPT BUSY WITH OTHER ACTIVITIES SUCH AS TRADE SHOWS, PUBLIC RELATIONS, VISIT CANADA MEDIA PROGRAM, NEWSLETTERS, SUPPORT THROUGH SUBSIDIARY AGREEMENTS, ONGOING CONSULTATION WITH CANADA CUSTOMS AND LAST, BUT CERTAINLY NOT LEAST, SUPPORT THROUGH MEMBERSHIP ON THE M&IT STEERING COMMITTEE.

WE WILL ALSO BE KEPT BUSY WORKING ON THE M&IT DATABANK. THIS COMPUTERIZED DATA BANK CONTAINS INFORMATION ON FOREIGN ORGANIZATIONS WHICH WOULD CONSIDER HOLDING A MEETING IN CANADA ~~AND~~

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THERE ARE ALREADY APPROXIMATELY 6,000 ORGANIZATIONS ON THE SYSTEM. IT IS OUR INTENT TO INSTALL THE SYSTEM AT ALL U.S. EXTERNAL AFFAIRS POSTS. FIELD TESTING IS UNDERWAY RIGHT NOW IN NEW YORK AND MINNEAPOLIS. AS SOON AS ALL THE BUGS ARE OUT OF THE SYSTEM IT WILL BE INSTALLED AT THE OTHER POSTS, HOPEFULLY BY THE END OF MARCH 1987.

WE KNOW, YOU AND I, HOW IMPORTANT THE MEETINGS MARKET IS. BACK IN 1974, WHICH ISN'T ALL THAT LONG AGO, THE TOTAL AMOUNT OF MONEY SPENT ON U.S.-GENERATED MEETINGS CAME TO $9 BILLION.

TODAY, JUST A LITTLE OVER A DECADE LATER, THE FIGURE IS $35 BILLION.

ALMOST A FOUR-FOLD INCREASE.

CANADA HAS ABOUT TWO PER CENT OF THAT LUCRATIVE MARKET AND WHILE THAT REPRESENTS A LOT OF MONEY—ABOUT $700 MILLION—THERE'S PLENTY OF ROOM FOR IMPROVEMENT.

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A RECENT STUDY BY THE INTERNATIONAL ASSOCIATION OF CONVENTION AND VISITORS BUREAUX TELLS US THAT THE AVERAGE DELEGATE SPENDS $105 U.S. DOLLARS PER DAY; THAT THE AVERAGE DELEGATE ATTENDING A FOUR-DAY CONVENTION SPENDS $419 U.S. DOLLARS. CONVENTION SPENDING IN 1985 IS 80 PER CENT HIGHER THAN IT WAS IN 1979.

TOURISM CANADA IS PREPARED TO WORK HARD FOR YOU AND WITH YOU TO ENSURE THAT THIS COUNTRY WHICH HAS THE FACILITIES, WHICH HAS THE EVENTS AND ATTRACTIONS, WHICH HAS CLEAN AND SAFE AND COSMOPOLITAN CITIES, WHICH HAS THE FINEST OF RESORTS, CAN GET A BIGGER PIECE OF THE TOURISM PIE.

I THANK YOU FOR THIS OPPORTUNITY TO SPEAK TO YOU AND I WISH YOU A ~~BUSY AND INFORMATIVE~~ Successful & Fruitful CONFERENCE.

THANK YOU.

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MEETINGS AND INCENTIVE TRAVEL -

A GLOBAL PERSPECTIVE

LOUIS J. D'AMORE

PRESIDENT

L. J. D'AMORE & ASSOCIATES

AS I PREPARED FOR THIS TALK, I WAS PARTICULARLY IMPRESSED BY TWO CENTRAL TRENDS:

- FOR THE PAST THIRTY YEARS, THE TOURISM INDUSTRY HAS HAD A CONSISTENT RECORD OF GROWTH - WITH THE EXCEPTION OF THE "DEEP RECESSION" YEARS OF 1982-83-, OUT-PERFORMING THE ECONOMY AS A WHOLE, AND MOST OTHER INDUSTRIES.
- THE ECONOMIC SIGNIFICANCE OF TOURISM WILL INCREASE FARTHER IN THE YEARS AHEAD AS OUR MAJOR RESOURCE INDUSTRIES CONTINUE TO FACE DIFFICULTIES.
- SECONDLY, THE MEETINGS AND INCENTIVE SECTOR OVER THE PAST FIVE YEARS HAS BEEN ONE OF THE TOP PERFORMING ~~SECTIONS~~ SECTORS WITHIN THE TOURISM INDUSTRY. ~~WITH GROWTH RATES AVERAGING A YEAR~~. AS MEL JUST DEMONSTR

VARIOUS TRENDS SUGGEST THAT THE MEETINGS AND INCENTIVE TRAVEL MARKET WILL CONTINUE TO SHOW HIGHER THAN AVERAGE GROWTH. I WOULD LIKE TO BRIEFLY REVIEW SOME OF THE SE TRENDS AND THEIR IMPLICATIONS FROM THE ~~M&I~~ M&IT MARKET.

THERE IS A
FUNDAMENTAL RE-STRUCTURING OF THE WORLD ECONOMY

IN A RECENT ARTICLE, PETER DRUCKER ARGUES THAT IN INDUSTRIAL ECONOMIES, PRODUCTION HAS COME UNCOUPLED FROM EMPLOYMENT. HE DEMONSTRATES HOW INCREASING MANUFACTURING PRODUCTION OVER THE PAST TEN YEARS HAS COME TO MEAN DECREASED BLUE COLLAR EMPLOYMENT, BECAUSE INCREASES HAVE COME THROUGH AUTOMATION. FROM 1973-85, U.S. MANUFACTURING ROSE BY 40% IN CONSTANT DOLLARS, YET MANUFACTURING EMPLOYMENT DECLINED BY 5 MILLION WORKERS.

THE SAME PHENOMENON IS OCCURRING IN OUR RESOURCE INDUSTRIES. WE ARE PRODUCING MORE FOREST PRODUCTS FOR EXAMPLE, WITH LESS MANPOWER. THIS FUNDAMENTAL CHANGE IN POST-INDUSTRIAL SOCIETY IS ACCOMPANIED BY OTHER SHIFTS:

- THE ACCELERATED SUBSTITUTION OF KNOWLEDGE AND CAPITAL FOR LABOUR
- A SHIFT FROM LABOUR INTENSIVE INDUSTRIES TO KNOWLEDGE INTENSIVE INDUSTRIES SUCH AS MICRO-CHIPS AND ~~Drugs~~ DRUGS.
- SHIFTS FROM MATERIAL BASED INDUSTRIES WHICH PROVIDED THE ENGINES OF GROWTH TO 1970, TO KNOWLEDGE BASED INDUSTRIES SUCH AS TELECOMMUNICATIONS AND COMPUTERS.

KNOWLEDGE WORKERS HAVE ALREADY BECOME THE MAJOR COMPONENT OF THE WORK FORCE. ONE MAJOR OUTCOME OF THESE TRENDS IS THAT TOURISM WILL BE THE MAJOR JOB GENERATOR OF THE CANADIAN ECONOMY INTO THE 1990'S AS IT REMAINS A HUMAN RESOURCE INTENSIVE INDUSTRY AND CONTINUES TO GROW.

MORE SPECIFICALLY, THE MEETINGS AND INCENTIVE MARKET WILL CONTINUE TO GROW IN IMPORTANCE WITH THE CONTINUED GROWTH IN KNOWLEDGE WORKERS.

ALONG WITH A RE-STRUCTURING OF THE WORLD ECONOMY, WE ARE WITNESSING A TREND TOWARDS THE GLOBALIZATION OF BUSINESS. THEREFORE, WE CAN ANTICIPATE MORE INTERNATIONAL MEETINGS. AND WHEREAS THE MAJORITY OF INTERNATIONAL MEETINGS HAVE HISTORICALLY BEEN ORIENTED TO THE ATLANTIC REGION, WE WILL BE SEEING A SHIFT TO THE PACIFIC ~~OCEAN~~ RIM AREA AS ECONOMIC POWER AND TRADE CONTINUES TO SHIFT TO THIS REGION.

JAPAN WILL OVERTAKE THE SOVIET UNION IN TOTAL GNP IN THE 1990'S TO BECOME THE WORLD'S SECOND LARGEST ECONOMY. JAPANESE EXPORTS WILL EXCEED U.S. EXPORTS IN THIS SAME PERIOD. THE JAPANESE EXAMPLE IS BEING FOLLOWED BY SOUTH KOREA, TAIWAN, HONG KONG AND SINGAPORE. NONE OF THEM ENDOWED WITH ~~NATIONAL~~ NATURAL RESOURCES.

ANOTHER MAJOR INFLUENCE WILL BE CHINA, WHICH IS BREAKING OUT OF ISOLATION TO BECOME A GLOBAL FORCE. WITH A POPULATION OF OVER 1 BILLION, AS A MARKET AND A MARKETER, CHINA COULD WELL BE ONE OF THE WORLD'S MOST IMPORTANT ECONOMIC FACTIONS BY THE END OF THE 20TH CENTURY.

~~THIS IS A SECOND MAJOR TREND~~

THE GROWTH IN DEVELOPING COUNTRIES INCLUDING SOUTH KOREA, TAIWAN, SINGAPORE AND PARTICULARLY CHINA IS PART OF THE GLOBAL RE-STRUCTURING.

THIS GROWTH WILL RESULT IN MORE MEETINGS AND PARTICULARLY AN EMPHASIS ON TRAINING. A LEADING EDGE INDICAT~~ION~~OR OF WHAT'S AHEAD IS THE RECENT ANNOUNCEMENT OF AN INTERNATIONAL AVIATION MANAGEMENT INSTITUTE IN MONTREAL STARTING IN JANUARY, WHICH WILL BE TRAINING AVIATION AND AIRPORT MANAGEMENT PERSONNEL FROM THIRD WORLD COUNTRIES.

GLOBAL VILLAGE

THE TREND TOWARDS GLOBALIZATION IS NOT LIMITED TO BUSINESS. THERE IS A GROWING NUMBER OF BOTH GOVERNMENT AND NON-GOVERNMENT ORGANIZATIONS. THESE AS WELL HAVE INTERNATIONAL MEETINGS.

THE UNION OF INTERNATIONAL ASSOCIATIONS' YEARBOOK OF INTERNATIONAL ORGANIZATIONS LISTS MORE THAN 5,000 NON-GOVERNMENTAL ORGANIZATIONS. THERE ARE ALSO MORE THAN 400 INTERNATIONAL GOVERNMENT ORGANIZATIONS, 30 OF WHICH BELONG TO THE UNITED NATIONS SYSTEM. THE NUMBER OF MEETINGS HELD BY THESE ORGANIZATIONS IN THE LAST FEW YEARS HAS BEEN GROWING BY ABOUT 9% A YEAR.

ABOUT 2/3 OF THESE ORGANIZATIONS ARE BASED IN EUROPE. PARIS, BRUSSELS, LONDON AND GENEVA ARE THE TOP FOUR CITIES. IT IS NOT SURPRISING THEREFORE, THAT THESE SAME FOUR CITIES HOST MOST INTERNATIONAL MEETINGS. CANADA CURRENTLY RANKS 10th AMONG NATIONS FOR HOSTING INTERNATIONAL MEETINGS.

HERE AGAIN HOWEVER, THERE WILL BE A GROWTH IN IMPORTANCE OF THE PACIFIC REGION AND ~~VANCOUVER~~ OUR WESTERN CENTRES SHOULD BE WELL PLACED TO PARTICIPATE IN THIS GROWTH.

GENERALLY, THE DEVELOPMENT OF WORLD CLASS CONFERENCE CENTRES ACROSS CANADA, COMBINED WITH AGGRESSIVE MARKETING IN KEY CENTRES SUCH AS PARIS, LONDON, BURSSELS AND GENEVA, SHOULD ENABLE CANADA TO GAIN AN INCREASING SHARE OF THIS GROWING MARKET.

(*) JOHN HOPE JOHNSON MENTIONED YESTERDAY THAT ~~THE~~ KNOWLEDGE IS CURRENTLY DOUBLING EVERY 15 1/2 months

THE KNOWLEDGE EXPLOSION

NEW KNOWLEDGE CONTINUES TO EVOLVE AT AN EXPONENTIAL RATE OF GROWTH.(*) THIS IMPLIES A GROWTH IN MEETINGS, SEMINARS AND TRAINING SESSIONS WHEREBY THE KNOWLEDGE WORKERS CAN STAY ABREAST OF THIS KNOWLEDGE.

PARALLELING THIS TREND, IS A GROWING TREND TOWARDS SPECIALIZATION, WHICH LEADS INITIALLY TO NETWORKS AMONG THE SPECIALISTS IN A GIVEN FIELD AND IN TURN TO ASSOCIATIONS WHICH HAVE MEETINGS.

ENTREPRENEURSHIP ~~ENTREPRENEURIALISM~~

A MAJOR GROWTH MARKET ON A MORE REGIONAL LEVEL WHICH REMAINS VIRTUALLY UNTAPPED IS THE GROWTH IN SMALL AND MEDIUM-SIZED BUSINESS WHICH HAS RESULTED FROM THE SURGE OF ENTREPRENEURSHIP IN THE LAST TEN YEARS.

JAPANESE STYLE MANAGEMENT

AS WELL, THE RECENT POPULARITY OF MANAGEMENT BOOKS SUCH AS "IN SEARCH OF EXCELLENCE" WHICH EMPHASIZE TEAM WORK AND QUALITY CIRCLES SHOULD STIMULATE REGIONAL MARKETS FOR TWO AND THREE DAY RETREATS - PARTICULARLY IN WILDERNESS OR RECREATIONAL RESORT SETTINGS ~~WHICH PLACE~~ FOR STRATEGY SESSIONS AMONG DECISION MAKERS AND ~~BUILDING TEAM RAPPORT~~ AND PROBLEM SOLVING AMONG PROFESSIONALS

UNFORTUNATE

THERE ARE TWO ~~SIGNIFICANT~~ NEGATIVE TRENDS WHICH ~~AS WELL WILL BENEFIT CANADA~~. WILL CONTRIBUTE TO GROWTH OF MEETINGS & INCENTIVE TRAVEL IN CANADA.

CONT'D

INTERNATIONAL TERRORISM

INTERNATIONAL TERRORISM HAS GROWN FROM ABOUT 200 INCIDENTS A YEAR IN 1972 TO MORE THAN 3,000 IN 1985. THE RAND CORPORATION ESTIMATES THAT INTERNATIONAL TERRORISM IS GROWING AT A RATE OF 12-15% A YEAR.

THE MEETINGS AND INCENTIVE MARKET HAS BEEN PARTICULARLY AFFECTED BY INTERNATIONAL TERRORISM BECAUSE, LIKE THE VACATION SECTOR, THE M & I MARKET IS A FORM OF DISCRETIONARY TRAVEL. AS WELL, CHOICE OF DESTINATION, LIKE PLEASURE TRAVEL, IS A FACTOR OVER WHICH MEETING PLANNERS HAVE CONTROL.

THE ESCALATION OF TERRORIST ACTIVITY IN EUROPE OVER THE PAST TWO YEARS WILL CAUSE SOME ~~MANY~~ INTERNATIONAL CORPORATIONS AND ASSOCIATIONS TO SHIFT THEIR MEETINGS AND CONFERENCES TO ALTERNATIVE SITES. THIS HAS ALREADY BEGUN TO OCCUR WITH SITES BEING SHIFTED TO ALTERNATIVES WHICH INCLUDE HAWAII, THE FAR EAST AND CANADA

CROWDED U.S. SKIES

THE NUMBER OF BOTH AIRLINE PASSENGERS AND FLIGHTS HAS GROWN DRAMATICALLY IN THE U.S. SINCE DEREGULATION IN 1980.

- COMMERCIAL FLIGHTS HAVE INCREASED FROM 14.7 MILLION TO 19.2 MILLION - AN INCREASE OF 31%
- PASSENGERS HAVE INCREASED FROM 29.2 MILLION TO 39.2 MILLION OR 34%

THE NUMBER OF FLIGHTS WILL INCREASE BY ANOTHER 38% IN THE NEXT 11 YEARS AND THE NUMBER OF PASSENGERS ARE ESTIMATED TO INCREASE BY SOME 65% IN THE SAME PERIOD.

AT THE SAME TIME, THE NUMBER OF AIR CONTROLLERS OVER THE PAST SIX YEARS DECREASED FROM 16,0000 TO 14,000.

AS WELL, 72 NEW AIRLINES STARTED UP AND EXISTING MAJOR AIRLINES INITIATED "TWO TIER" EMPLOYMENT SYSTEMS SO THAT A SUBSTANTIALLY HIGHER PROPORTION OF LESS EXPERIENCED PILOTS WERE FLYING COMMERCIAL AIRCRAFT.

THE RESULT HAS BEEN A TWO AND A HALF FOLD INCREASE IN NEAR MISSES FROM 1982 TO 1985 FROM 311 TO 776. THE INEVITABLE HAPPENED THIS SUMMER ON AN APPROACH TO THE LOS ANGELES AIRPORT.

WITH THE NUMBER OF PASSENGERS AND FLIGHTS STEADILY GROWING, THE SYSTEM IS BUMPING UP AGAINST ITS PHYSICAL LIMITS. THIS IS RESULTING IN CROWDED TERMINALS, JAM UPS IN PARKING LOTS AND ACCESS ROADS, HARASSED PASSENGERS AND TICKET AGENTS AND FLIGHT DELAYS.

AIRLINES WILL ~~BE~~ INCREASINGLY BE BUMPING UP AGAINST CAPACITY LIMITS FOR THE FORESEEABLE FUTURE.

CANADA'S AIRPORTS COMPARE FAVOURABLY WITH THIS SITUATION AND THIS WILL BECOME A STRATEGIC ADVANTAGE IN THE YEARS AHEAD IN ATTRACTING NORTH AMERICAN MEETINGS AND CONFERENCES TO CANADA, AS WELL AS INTERNATIONAL CONFERENCES.

INFORMATION AGE

THE ADVENT OF THE "INFORMATION AGE" IS RAPIDLY AND IRREVERSIBLY LEADING TO A MAJOR AND FUNDAMENTAL TRANSFORMATION OF OUR GLOBAL SOCIETY.

THE POWER OF THE MICRO CHIP HAS INCREASED A HUNDRED-FOLD OVER THE PAST DECADE WHILE COSTS HAVE DROPPED A THOUSAND-FOLD. IT'S RATE OF DIFFUSION THROUGH THE GLOBAL ECONOMY IS 7-10 TIMES FASTER THAN THAT OF ANY PREVIOUS TECHNOLOGY.

EMERGING COMPUTERS/COMMUNICATIONS SYSTEMS INTER-CONNECTING THOUSANDS AND EVENTUALLY MILLIONS OF COMPUTERS WILL FORM GLOBAL NETWORKS ACCESSING DATA, INFORMATION AND "KNOWLEDGE" FROM ARTIFICIAL INTELLIGENCE SYSTEMS FOR COMPLEX PROBLEM SOLVING. VAST REPOSITORIES OF HUMAN EXPERIENCE IN METHODS AND RESULTS WILL BE MADE AVAILABLE ON DEMAND FROM ANY LOCATION INCLUDING HOME, OFFICE, PLANT, TRAIN, PLANE, CAR, HOTEL ROOM, SHIP AND RESORT.

BUT WHAT I FIND IS PARTICULARLY INTERSTING IN ALL THIS IS THE OBSERVATION MADE BY GEORGE HEILMEIER, SENIOR VICE PRESIDENT AND CHIEF TECHNICAL OFFICER OF TEXAS INSTRUMENTS INC. HE STATES THAT HIS INDUSTRY PRODUCES THE EQUIVALENT OF ONE HUMAN BRAIN A YEAR - CALCULATING THAT THE ENTIRE SEMICONDUCTOR INDUSTRY PRODUCES AS MANY BITS OF MEMORY ANNUALLY AS THERE ARE SYNAPSES IN ONE BRAIN.

THIS OBSERVATION HAS PROFOUND IMPLICATIONS FOR THE MEETINGS AND INCENTIVE INDUSTRY. FOR THE PAST FIFTEEN YEARS, WE HAVE BEEN TRYING TO JUSTIFY THE IMPORTANCE OF OUR INDUSTRY WITH ECONOMIC ARGUMENTS THE NUMBER AND JOBS CREATED. WE ARE ABOUT TO SPEND ONE MILLION DOLLARS A YEAR IN CANADA TO GET MORE PRECISE INFORMATION IN SUPPORT OF THIS ARGUMENT. IN THE MIDST OF THIS TYPE OF JUSTIFICATION, I THINK WE SOMETIMES LOSE SIGHT OF WHAT OUR INDUSTRY IS REALLY ALL ABOUT.

RIGHT NOW, IN THIS ROOM, THE BRAIN POWER ASSEMBLED IS GREATER THAN THE COMBINED POWER OF ALL THE COMPUTERS IN THE WORLD.

HOW OFTEN DO WE THINK ABOUT "WHAT BUSINESS WE'RE IN". THIS IS THE FIRST QUESTION WE LEARN TO ASK IN ANY BUSINESS COURSE ON STRATEGIC PLANNING.

I THINK WE ARE IN THE INFORMATION BUSINESS AND OUR ORGANIZATIONS AND MODERN CONFERENCE FACILITIES ARE THE INFRA-STRUCTURE OF THIS BUSINESS. ~~AND~~ THE NEW IDEAS, SYNERGIES AND DEDICATION TO TEAM WORK AND NEW VISIONS WHICH RESULTS FROM MEETINGS AND CONFERENCES IS IMMEASURABLY MORE VALUABLE TO OUR LOCAL, NATIONAL AND GLOBAL SOCIETIES THAN ANY ECONOMIC BOTTOM LINE WE CAN CALCULATE.

POSSIBLY

AS INTERNATIONAL CONFERENCES ARE A CONTINUING WIDER SPECTRUM OF SUBJECTS FROM SCIENCE, TO ENVIRONMENTAL TO MANAGEMENT PRACTICES, TRADE AND CULTURAL RELATIONS CONTINUE TO EXPAND, OUR LEADERS WILL EVENTUALLY COME TO REALIZE, THAT MUCH MORE IS TO BE GAINED FROM THE FREE FLOW OF IDEAS, PEOPLE, TRADE AND SERVICES, IN AN ENVIRONMENT OF PEACE, TRUST AND HARMONY, THAN THE CONTINUED BUILD-UP OF WEAPONS, NUCLEAR ARMS AND MILITARY FORCES IN AN ATMOSPHERE OF MISTRUST.

VISION

AS DAVID JAMES MENTIONED IN THE OPENING SESSION YESTERDAY, I WROTE AN ARTICLE WHICH APPEARED IN THE BUSINESS QUARTERLY LAST YEAR CALLED, A THIRD GENERATION OF TOURISM THINKING. I SUGGESTED IN THAT ARTICLE, THAT THE TOURISM INDUSTRY, IN ITS THIRD GENERATION OF EVOLUTION, WOULD BE "VISION" DRIVEN.

HAVING MADE SUCH A SUGGESTION, ONE SHOULD HAVE IN ~~MOND~~ MIND WHAT THAT VISION MIGHT BE.

MY VISION IS THAT TOURISM, WHICH IS NOW THE WORLD'S LARGEST INDUSTRY, WILL BECOME THE WORLD'S FIRST "PEACE INDUSTRY". AN INDUSTRY WHICH RECOGNIZES, PROMOTERS AND SUPPORTS THE BELIEF THAT EVERY TRAVELLER IS POTENTIALLY AN "AMBASSADOR FOR PEACE".

POPE JOHN PAUL II HAS SAID -

> "THE ENCOUNTERS ENGENDERED AMONG PEOPLE THROUGH TRAVEL ARE NOT ONLY A CONDITION FOR THE REALIZATION OF PEACE, BUT A POSITIVE CONTRIBUTION TOWARDS PEACE."

TOWARDS THIS END, I HAVE BEEN LAYING THE FOUNDATIONS FOR A MAJOR INTERNATIONAL CONFERENCE, TO BE HELD IN ONE OF CANADA'S MAJOR CITIES, ON THE THEME -

"TOURISM AS A VITAL FORCE FOR PEACE"

IF ANY OF YOU ARE INTERESTED IN LEARNING MORE ABOUT THE CONFERENCE, I WOULD BE PLEASED TO PROVIDE YOU WITH MORE INFORMATION IF YOU GIVE ME YOUR CARD FOLLOWING THIS SESSION.

THANK YOU FOR YOUR KIND ATTENTION.

MEETINGS & INCENTIVE TRAVEL SITUATION REPORT

CANADIAN CONSULATE GENERAL
NEW YORK CITY

Barbara Rugowski
Commercial Officer - M&IT

The M&IT market territory for the New York City Consulate includes New York City and its suburbs, New York State up to and including Albany, Northern New Jersey and Connecticut.

THE ASSOCIATION MARKET

While the general exodus of associations leaving New York seems to have abated, many of the major national associations that do remain are still looking towards other parts of the country to relocate in order to escape the high cost of real estate in the city. Some associations relocate to Connecticut, Westchester County, Long Island and New Jersey and remain in the New York area but others are considering destinations such as Washington, DC and its suburbs, Chicago, Dallas, Kansas City and Atlanta with Washington being the site selected most often.

This is not to say the association market is not alive and well in New York City. The Mayor's Office of Economic Development is working with associations and offering assistance in finding suitable and affordable office space in the city in an effort to keep their headquarters here.

Many of the associations that remain are state affiliated rather than national in scope and represent a lesser potential for meeting business in Canada. Of the national associations in the New York area many run smaller conventions and would hold their meetings in a hotel rather than a convention center.

THE CORPORATE MARKET

New York City continues to be the "corporate headquarters of the world" especially in the fields of communications, banking and finance, retailing and insurance. Together with Hartford, CT, also in the New York market territory, the life insurance market is almost totally blanketed. While corporations may be moving their corporate headquarters out of New York, they are choosing to relocate in the neighboring suburbs and remain a part of the New York territory.

The corporate market represents a greater potential in New York City than the association market and should be more aggressively pursued. Corporate meetings may not be as large as association conventions and may not need exhibit space in convention centers but they represent a greater potential for Canada.

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THE INCENTIVE MARKET

According to the Society of Incentive Travel Executives (SITE), insurance companies are the top industry users of incentive travel followed by Electronics, Radio & TV; Auto Parts and Accessories; Autos and Trucks; Farm Equipment; Heating and Air Conditioning; Office Equipment; Electric Appliances; Building Materials; and Toiletries and Cosmetics. These dozen industries represent 67 percent of the money spent on incentive travel. With insurance companies heavily concentrated in the New York area, this market could prove lucrative for Canada.

Many programs are run through incentive travel companies but site selection is often left to the client. Approval of an incentive travel program is made near or at the top in most companies: Sales Manager, Vice President or President. They account for 61 percent of the incentive destination selections.

Corporate users have various options for their incentive travel programs. They can run the program in-house, contract out with a travel agent or rely completely on a full-service incentive travel house. Last year's figures show that 20 percent of corporate users utilize an incentive travel house, 59 percent use in-house staff, 48 percent use a local travel agent and 13 percent work directly with suppliers. (Total exceeds 100 percent due to multiple responses).

According to SITE, the top foreign incentive travel destinations last year were (by rank): Mexico, Bahamas, Great Britain, Caribbean, Bermuda, Canada, Italy, Cruises, France & Spain. Canada, in sixth place, a notch lower than the previous year, will probably improve its 1986 position following terrorist activities in Europe and the Mediterranean and incentive planners offering trips to "safe" countries.

MANAGEMENT OF THE M&IT MARKET

The New York office is managing the M&IT market in several ways: with help from the Krisam group and through membership in organizations such as the New York Society of Association Executives (NYSAE), The American Society of Association Executives (ASAE), The Society of Incentive Travel Executives (SITE), and Meeting Planners International (MPI). Membership has been established in all organizations except MPI, which has been applied for and should be forthcoming by the end of the year.

The Krisam Group now has a staff person employed full-time to handle only Canada accounts and provide the New York M&IT officer with qualified leads. Since the start of the current

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fiscal year, Krisam has provided 45 leads in the New York territory which were forwarded to the various convention bureaus. The Krisam Group in New York has also provided leads for other M&IT offices in the Northeast.

THE DATA BANK

At present the M&IT Data Bank in New York contains information on 1700 organizations that can hold meetings in Canada. A "negative" file is also being developed listing organizations that cannot meet in Canada. The Data Bank still needs a lot of work to make it a viable marketing tool. Also, 1700 profiles by no means make the data bank complete. More profiles will have to be added and current profiles will need to be updated. This project should be given a high priority. (See following paragraph).

1987 ACTIVITIES

Employment of a temporary data input person is planned to update existing profiles in the M&IT Data Bank and further expand them. The current information needs to be fine-tuned for it to be of real value to us and our users.

On February 19, the New York Consulate will represent Tourism Canada at the NYSAE "We Love New York Day" at the Marriott Marquis. The all-day trade show and education program expects to draw over 1,000 association executives and meeting planners.

On March 3, the New York office will conduct a Canada Calling promotion. Venue is Tiffany's and estimated attendance is 300 guests and 50 suppliers. The event is a soft sell promotion and is being planned as an elaborate cocktail reception.

In late August, the American Society of Association Executives will hold their annual convention in New York City at the Jacob Javits Convention Center and the M&IT officer in New York will work with Tourism Canada at the Canada Village exhibit and with the local NYSAE committees to promote the convention.

When called upon, the Consulate will provide assistance to various city bureaus and hotel representatives when planning sales calls or promotions in New York City.

We will also assist Canadian meeting destinations in site selections and fam trips by suggesting qualified participants and providing transportation.

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TRENDS

Several trends in the meetings market appear to be worth noting at this time:

1. Associations are having smaller, regional meetings. Bigger events are broken down into smaller groups. Hotel executives agree that the trend toward segmentation, now prevalent in the industry, will move into the meetings market. Meetings will be geared toward special interest groups. For example, instead of one large meeting for all bankers, there will be smaller meetings for urban bankers or rural bankers.

2. Smaller cities are entering into the competition for the meetings market. Many second-tier cities are building convention centers, establishing convention and visitors bureaus and hiring a sales team to promote their city and draw conventions.

3. Resorts are making in-roads into the meetings market. According to a recent survey by ASAE and the International Association of Convention & Visitors Bureaus, 60 percent of association executives are now holding their board and executive committee meetings at resort properties. In 1982, this figure was only 38 percent, or a 22 percent increase. Downtown city hotels are still preferred for trade shows and conventions.

4. Travel agencies are now acting as meeting planners for their corporate clients. They are expanding their scope of service to include meeting planning and site selection.

SITUATION REPORT-MEETINGS AND CONVENTIONS
CHICAGO 1987

OVERVIEW

Canada continues to grow in popularity as an incentive and convention destination. Awareness of all that Canada offers has intensified considerably through media exposure, marketplaces, and direct contact. What better time for Canada-based industry suppliers to influence meeting sites.

MARKET STATISTICS

Chicago, although one of fourteen Canadian Consulate posts located across the United States, is recognized as among the most lucrative of territories.

This territory includes the metro-Chicago area, St. Louis, Kansas City, Milwaukee and Madison. Twenty percent of all national associations in the U.S. are headquartered in just these five cities. The Chicago area alone has 1100 national associations; St. Louis has 50; Kansas City 35, and Madison/Milwaukee 65. State associations within Illinois, Missouri and Wisconsin total an additional 5000. Of this potential market of more than 6200 associations, some 1200 of them have been recently qualified as having potential business for Canada, and another 4000 are believed to be good candidates.

Destinations most in demand for the association market in this territory include Toronto, Montreal, and Vancouver.

By contrast the corporate market in this territory considers the following cities to be prime Canadian destinations: Halifax, Toronto, Montreal, Quebec City, Winnipeg and Edmonton.

MARKET STATISTICS-Cont.

How much of a corporate travel market actually exists in this territory? Located within this territory are 100,000 head offices of U.S. corporations. To date, we have looked at approximately one third of these corporations--the remainder are to be qualified during the next 6 to 12 months. The Chicago office also looks closely at incentive travel recognizing that the relatively short lead time and smaller size groups makes incentive travel to many parts of Canada of great interest.

TRANSPORTATION

Toronto, Montreal, Winnipeg, Calgary, Edmonton and Vancouver all enjoy non-stop air service from Chicago. Toronto is also linked to Chicago by rail.

Travellers from Missouri to Canada must connect in other cities to get there. Milwaukee meeting planners can access Toronto via Detroit.

There is airline competition on only three routes Chicago/Toronto, that being Air Canada, American and United; Montreal is Air Canada, Delta, American; and Vancouver being Air Canada and United.

Toronto enjoys the greatest lift capacity with the three carriers flying a dozen flights from O'hare and Republic Airlines-several flights via Milwaukee/Detroit.

COMPETITION

Who is our biggest competitor? The US itself. Large cities such as New York, Chicago, San Francisco, Los Angeles, Dallas, Atlanta, Las Vegas, and Washington enjoy a large share of domestic conventions and trade shows. Large resort hotels in Hawaii are currently favored for use by smaller conventions.

We are not alone in competing against the U.S. There are more than 40 official tourist offices working out of Chicago representing both cities and countries throughout the world. Many such as Great Britain, France, Japan, Korea and Switzerland include incentive travel within their mandate.

CANADIAN M & IT REPRESENTATION

The Consulate in Chicago has the following staff devoted to promotion and marketing of meetings and conventions. Bill Line heads the team; he is assisted by Ken Vietz, who directs his efforts toward both the leisure travel and the business travel side of tourism to Canada; thirdly, Dian Chesney is the marketing assistant repsonsible to both leisure travel and business travel. The Consulate also supervises the work of the Krisam consulting group. Krisam assists with both the developing and qualifying of leads, particularly for the association market. In addition to Ontario and Quebec, both of which have offices in Chicago, we have many commerical partners including Air Canada, American Airlines, CP Hotels, and Four Seasons Hotels.

CANADIAN M & IT REPRESENTATION Cont.

The Chicago office of the Krisam Group is headed up by Robin Hooks. She is assisted by Kathy Gustafson, Canadian Sales Manager. Both enjoy a high degree of visibility and credibility among Chicago meeting planners. Although many leads identified through Krisam pertain to larger groups, a substantial number also come from Iowa, Kansas, Mississippi, New Mexico and other off-the-beaten-track states. These small cities yield medium-sized groups perfect for Canadian cities outside the major urban areas--for example, Victoria, Hamilton and Halifax.

PROBLEMS

Our major problem in this territory is poor air service to points outside of Montreal and Toronto. Other obstacles include strong competition from American cities, Europe and Asia and a fear of Canadian custom procedures.

OPPORTUNITIES

Our major opportunity is, of course, the growing recognition that Canada is receiving. Thanks to the exchange rate, security concerns, the Tourism Canada advertising campaign and the wide publicity received by Expo'86, Canada is now being looked at much more closely, not only by the leisure traveller but by potential influencers of meetings and conventions.

1987

We are currently developing our marketing plan for the 1987/1988 fiscal year starting April 1.

1987-Cont.

We recognize that we can help you in various ways, focusing on the development of valid market intelligence, and working closely with one or more partners on actual promotional and marketing initiatives.

As in recent years, these marketing initiatives will include familiarization tours, individual site inspections and representation at promotions. We look to you as partners and welcome your input. We will continue to represent Canada at trade shows and meetings put on by CSAE, CAMPI, Krisam, etc., and to coordinate promotions for Canada-wide non-specific destination awareness.

CONCLUSION

1986 showed a significant increase in travel to Canada. 1987 should continue that trend.

Best wishes from Chicago to each of you.

William Line
Director/Meeting and Incentive Travel
Canada Tourism-Chicago

December 1, 1986

MEETINGS AND INCENTIVE TRAVEL MARKET

SITUATION REPORT

WASHINGTON, D.C.

ENVIRONMENT

Trends. The American association community, like others, has found the past few months somewhat unsettling. Escalating liability insurance rates, tax reform and international terrorism have created an atmosphere of caution and fiscal conservatism.

How does this impact on these associations considering meetings in Canada, and more importantly, how does this influence prospective delegate attendance at these meetings? All of the above mitigate in favour of a destination such as Canada. Association meeting planners are becoming more cost and safety conscious. Canada is inexpensive and safe. The Embassy has received many unsolicited inquiries during the past six months requesting suggestions and recommendations for alternative Canadian venues, as planners cancelled off-shore meetings. Subsequent bookings from association meeting planners have resulted. As association members' awareness was incidentally raised by the consumer "World Next Door" campaign and EXPO publicity, both the Krisam Group and this office have received inquiries from meeting planners for Canadian venues. We have also experienced increased interest in simplified Canadian Customs procedures. We have been encouraged by association response to our increased exposure of Canadian resorts with meetings capability. Resorts are now included in our Canada Calling activities.

MARKETING PROBLEMS/CONSTRAINTS

The Canadian Meetings Industry might face, among others, the following constraints when marketing their destinations or service to the association community in the greater Washington territory:

a) Increased competition for meetings from new or renewed U.S. domestic convention centers, with emphasis on medium cities (pop. size under 1 million) which compete with second tier Canadian cities.

b) Similarly, with thousands of business targeted hotel rooms, either new or renewed, creating high competition for smaller meetings with resultant cost-sensitivity on part of planner.

c) Massive U.S. state, municipal, accommodations and transportation sector advertising aimed at the meeting planner/business traveller.

d) Regional competition. A regional study commissioned by the Washington Convention & Visitors Bureau points to a need to expand space at the 4-year old convention centre to increase the market scope of potential meetings and exhibitions for the city. The city is currently, and will experience in the future, excess room capacity and is looking at new marketing areas to fill beds. Hotels most affected are up-market properties.

e) The revitalization of the downtown cores in Washington and Richmond are expected to lure more conventions to this area. The Virginia State Division of Tourism has established a new position of Group Tour Manager to work with the Virginia Association of Visitors Bureaus to promote the five convention centres in the state.

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f) Airline deregulation having brought down airfares and increased capacity on major trunk routes, U.S. destinations are more accessible than ever and delegate domestic transportation costs are reduced.

g) Perceived and actual customs problems meeting planners anticipate when considering a Canadian meeting.

OPPORTUNITIES

a) Availability of current Washington area databank of 678 associations including contact information and meeting requirements.

b) Acceleration in numbers of associations relocating to the greater Washington area.

c) Increased awareness on part of meeting planners of Canada as a viable meeting destination, due to increased interest and subsequent promotional activity on the part of Canadian M and IT suppliers. This long term coordinated activity initiated by Canada's major convention cities and now being reinforced by others is having a marked improvement on the image of Canada's meetings plant and professional meetings services.

d) Broad publicity of our campaign to achieve clarification and simplification of Canada Customs procdures for U.S. meeting planners.

e) Services of the Krisam Group, a sales development firm whose 13 sales agents in 3 cities make 325 calls daily promoting Canada to meeting planners throughout the U.S.

Opportunities for cooperative activity with the provinces and private sector remain principally site inspection visits, familiarization tours, marketplaces and seminars.

LEGISLATION

(1) The Tax Reform Bill impact on the hospitality industry. With a great deal of credit to ASAE's Government Affairs team, tax-exempt organizations were treated more lightly than initial proposals had indicated. A number of non-meetings related provisions softened the impact of the bill and hospitality related reform did not cut too deeply. These provisions include:

a) Business Meal Deductions. Business meal expenses will be 80% deductive, and meals served at banquets and conventions will be fully deductible. The "business purpose standard" for deductibility will conform to that for similar entertainment expenses by deleting the requirement that the business discussion concern a specific transaction.

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b) Business Entertainment Deductions. Business entertainment expenses will be 80% deductible, except for stadium sky boxes, which will remain fully deductible for three years.

c) Business Travel Deductions. The deduction for individuals who travel on cruise ships or other luxury water transportation is limited to twice the highest federal per diem allowance for travel, multiplied by the number of days in transit. Other forms of transportation are fully deductible. Attendance at conventions or seminars for trade or business purposes will remain fully deductible, but no deductions are allowed for attendance at these events for investment purposes.

(2) Liability Insurance. Two new bills will ease the burden of high insurance premiums or reduced coverage for many associations and their members. Currently, many associations are experiencing up to quadrupled insurance premiums. These increased costs are passed on to the membership. The bills would limit damages, attorneys fees would be capped and a tighter control would be exercised over the claims process.

RECOMMENDATIONS/FORECAST FOR 1987/88

we are encouraged by an increased awareness on the part of meeting planners of Canada's long-term potential for social, political and economic stability, combined with an increasing familiarity and confidence in our major convention cities and professional capabilities.

Toronto and Montreal will continue to be the major beneficiaries due in part to their vigorous promotional activity in this market in the past. On the momentum created by EXPO 86, and its singleminded promotional activity in this territory, Vancouver should build its promotion rapidly during 1987 to capitalize on positive EXPO 86 exposure and its new convention centre and increased business hotel room capacity. Ottawa enjoys a unique position in the market. Frequent direct service from Washington, professional and effective local representation, the interest and prestige generated by its being our nation's capital, and a well integrated program of advertising, fam tours and seminars combine to make it the forerunner in the second tier of Canadian convention cities.

Site inspection visits of carefully qualified association executives to second tier cities are most likely to be the key element. Associations should be qualified bearing in mind geographic location of bulk of membership and by industry segment. Both these components should be matched with the location and industry of the city. As noted before, major competition for the second tier may come from cities of similar size in the U.S. Promotion of the international/foreign meetings venue coupled with unique pre-post convention tour possibilities, might stimulate interest. The second tier could also solicit repeat users of Canadian facilities.

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The third tier cities for the most part might find it more productive to concentrate their marketing efforts domestically in Canada, reacting occasionally to U.S. demand. Resorts might diversify their markets by seeking smaller Board or Executive Committee meetings. Seventy percent of all meetings are made up of 300 delegates or less. The best way to capture the smaller meeting is by working the market. A formal program, possibly in conjunction with IAE, could promote Canadian meetings through a Canadian member of a north American association. Municipal convention bureaus might undertake such a program.

Common factors in the decision-making process remain accessibility, accommodation/meeting facilities, value for money and perceived appeal of destination.

Unlike corporate meetings where attendance is expected, attendance at association meetings is discretionary. In order to stimulate delegate attendance (which provides the association with approximately 14% of total revenues), the meeting site must have strong appeal for delegates and their spouses. The role of spouses in determining the meeting site should not be underrated. Many association executives expect their spouses to accompany them on site inspections, where their recommendations in such areas as the "walkability" of a city, and its general potential for spouse programs are key factors in the site decision process. At the present time, Tourism Canada guidelines precluding the provision of transportation for spouses on site inspection visits have proved to be a deterrent for some association executives in our territory otherwise willing to consider Canada as a meetings destination.

Hamilton
Entertainment
and Convention
Facilities Inc.

HECFI Marketing/Sales
c/o Hamilton Convention Centre
115 King Street West
Second Floor
Hamilton, Ontario L8P 4T9

Tel. 416/523-5883

MEMORANDUM

FILE

MEMO TO : B. Conacher, Managing Director/Chief Executive Officer, HECFI

FROM : F. Bogden, Director of Marketing, HECFI

DATE : November 26, 1986

RE : Report on Trip to Baltimore and Washington
October 23 and 24, 1986

As you know, approval was given to Mr. John DeRoo of the Image Group to accompany the writer on a visit to Baltimore, Maryland and Washington, D.C. for purposes of liaising with various groups in those cities for an analysis and background approach to selling a secondary city. This activity of October 23rd and 24th was both highly useful and informative to both our ad hoc advertising agency as to how to approach development of appropriate marketing and advertising campaigns and, as well to myself, with respect to reviewing our existing marketing plan and preparation of future plans.

The following presents our general impressions and review of the discussions in Baltimore and Washington.

General Impression

Baltimore City: (Brief History) Established 1793, grew to one of America's major seaports; formerly high dependency on steel industry, high unemployment, high crime, high ethnic diversity, high black population centralized in the depressed Inner Harbour area and core, disillusioned residents, and fragmented neighbourhoods.

Inner-Harbour city core physical structure was old, depressed and in disrepair.

The city was in rough shape during the late sixty's, early seventy's. Residents embarrassed to say they were from Baltimore.

Baltimore concerned for its future and economic viability. City experienced national and international image problem. Proximity to Washington was perceived to be a problem due to the physical, social and economic polarity which existed between the two cities.

Baltimore had lost its appeal.

Baltimore City - Rebirth: During the mid-70's, the city decided to take radical and innovative steps to revitalize the area. Aggressive neighbourhood planning and redevelopment occurred. Federal assistance and grants obtained to help fuel the renaissance. Private developers encouraged monetarily through building concessions and tax incentives. Inner Harbour totally revitalized to be a people place - commercial, residential, retail, recreation, hospitality, institutional. Baltimore Skywalk System (walkway bridges) built to carry pedestrian flow elevated from street traffic. Skywalk connects all major offices, hotels, shopping and recreation areas, and convention centre complex. Parking considered priority and all new developments must comply with generous parking space requirements. Redevelopment continually boasted locally and regionally to achieve high resident awareness. Eventual national focus occurred. Baltimore's new look and success achieved in approximately 15 years.

Baltimore has approximately 750,000 people and a catchment area of approximately 2.3 million people. The current development is now totally financed by private developers. Hotels have sprung up in close proximity to the 150,000 square foot convention centre having substantial area for future expansion. Local business is rejuvenated in response to the "ripple effect" of new money supply generated by conventions and visitors. The residents have developed a very strong sense of city pride and comradery. Local merchants work together for the common good. And all levels of government co-operate to form a very cohesive group with the sole purpose to make Baltimore great. Excellent rapport established between public sector and private sector.

The scenario of excitement and restored confidence was strongly evident not only in the Bureau and Centre people we met, but also the 30 or so people we talked to while we walked the area. We were very impressed with what we saw and heard. The area's transition from depressed to thriving is remarkably similar to the transition Hamilton is undergoing. While the Baltimore renaissance is more advanced than Hamilton's, many parallels are evident based on the above observations. As a model city of redevelopment, it would make a very interesting quick-study. A great deal of information could be learned and implemented here in Hamilton. If possible, a follow-up trip may be appropriate of Hamilton key personnel to systematically divide the areas of concentration and collect more detailed data on strategies and ideas.

Baltimore Convention Bureau

Meeting with Mary Lou Baker,
Communications and Public Information Manager,
1 East Pratt Street, Suite 14/Plaza Level,
Baltimore, Maryland 21202 (301) 659-7300

Convention Bureau formed 1979. Mandate: to cultivate and facilitate dialogue between convention/meeting planners and the convention centre and local hospitality/service industry. Also, to provide data on city related to same and actively market the area as a desirable convention location.

Six Reasons Why Baltimore is a Success

1. Dynamic leadership of Major William Schaefer, soon to be governor of Maryland. Schaefer is described as the people's mayor, a character, hard working and fun loving. A real go-getter. Schaefer initiated the Baltimore renaissance and guided the city through its revitalization.

2. Dynamic leadership of Mr. Wayne Chappell, Bureau Executive Director. Chappell described as a dynamo, master of public relations with an undying love for Baltimore. Also, described as the trouble-shooter's trouble-shooter with an uncanny ability to be everywhere he should be in order to ensure convention/meeting executives are treated like royalty. Bureau recognized as being very aggressive with meticulous attention to detail.

3. Federal funds secured for innovative redevelopment schemes and revitalization incentives.

4. Master Plan for Inner Harbour area redevelopment, and active pursuit of private investment.

5. Ideal east coast location and proximity to Washington, D.C. and transportation facilities.

6. Strong emphasis placed on "ripple effect" rather than convention centre profitability. During the initial period of market development, financial incentives offered to secure bookings. Measurement of success is based on "heads on beds", increased tax revenues and land values, and the increased supply of new money injected into commuinity with each convention.

Ms. Baker perceived the hardest task is to get people to come and check out the city and facilities. Site inspections are encouraged. She emphasized that SERVICE is the key - roll out the red carpet and make a strong presentation, then wine, dine and sign. Many times they only get 20 minutes to present, so numerous pieces of material are made available.

Bureau membership totals approximately 900 with annual fees on a sliding scale based on company size. Annual fees range from $100 - $3,000. Bureau attempts to only use members in its marketing. Non-members are not considered unless necessary. Each month all members are updated on new conventions and they receive year's booking information. A seminar is held once a year and a party is held annually near year end.

Ambassador program implemented initially for strong local awareness and "key player" involvement. Major corporations and local meeting planners encouraged to influence hometown convention location. Unfortunately, further data on this was not made available. However, it has been requested and hopefully it will be provided.

Bureau has operating budget of about $1.5 million with approximately $250,000 for media advertising. Advertising budget will be increased. Bureau takes strong position in trade and association publications in U.S. Market. Bureau uses a vertical approach to publication ads so maximum reinforcement gained. Four colour and formats used from one page to double page spreads. Vehicles used include Meeting News, Meetings and Conventions, Physician Travel and Meeting Guide, Delegates, and Venue International, plus others. Only target national primarily with some international. No longer use local, electronic, or billboard vehicles. Bureau audio-visual is felt to be too long at 12 minutes. Ms. Baker suggested eight minutes is plenty. Marketing plan details were not available.

Baltimore Convention Centre

Meeting with David Causton, Account Executive
Convention Plaza
1 West Pratt Street
Baltimore, Maryland 21201 (301) 659-7000

Convention Centre is very impressive, spacious, and ideally situated in the heart of the activity area.

Mr. Causton reiterated the comment of "ripple effect" and mandate to bring in new business over centre profitability.

Centre used primarily for national conventions of 2500 - 5000 delegates. Pressure from local community is handled by a municipal structure of 50,000 square feet which was constructed in nine months for $4.5 million. This allows the main centre to be open for incoming conventions and events. The structure is called Festival Hall and is a Butler steel and concrete building which is able to be dismantled and relocated. Additional land reserve is held adjacent to the main centre for future expansion of about 100,000 square feet. A 60,000 seat stadium is being considered in proximity to the centre in order to regain their football club and really compete for large scale events.

Mr. Causton not aware of total operating budget. He felt their advertising portion was about $50,000. He mentioned the Bureau's task is to get the bookings and the centre's task is to make it work.

General Impression

Washington, D.C.: As the nation's capital, Washington enjoys the collective benefits of money, facilities, power, and the largest concentration of national association executives in the States. In many respects, they have a captive audience for conventions, and the available network allows for ease of national and international communications.

Meeting with Mr. Chris White, Krisam Group
and Mr. Dick Pennick, Canadian Embassy

Mr. White emphasized that competition for conventions is fierce in the world market place. With Canadian competition from particularly Vancouver,

Toronto, Montreal and Ottawa, the amenities of the Hamilton area are perceived to be less in comparison. In the international scene, Hamilton is not perceived as a strong player. However, the international scene tends to focus on larger conventions which exceed the Hamilton capacity.

Mr. White indicated the U.S. market has a split focus. That is, association meeting planners tend to focus on destination while corporate meeting planners are essentially told by their CEO's where they are going. He suggested this tendency is similar in Canada.

Mr. White feels a strong orientation to trade and association publications would be inappropriate in Hamilton's case due to cost, competition from larger more diversified centres, and primarily because meeting planners have little time to read such publications. Mr. Pennick indicated this "no-read" syndrome came out in a recent focus group study of meeting planners which has not been made public to date. Sue Brown of Tourism Ontario has the data and effort is being made to obtain same when appropriate.

SERVICE was mentioned by Mr. White as being absolutely critical to the successful acquisition of conventions. He indicated the importance to "roll it out" and go the extra step.

Mr. White's suggested marketing orientation for Hamilton would include:

1. Strong orientation to provincial and national scene, and down play international.

2. Emphasize strong transportation network and proximity to Toronto and Niagara Falls and Hamilton's central position. Focus on restaurants,shopping and proximity of facilities.

3. Develop strong direct mail, sales promotion and active one-to-one contact.

4. Focus on Hamilton strengths for convention types. That is, medical, educational, steel, etc.

5. Strong local ambassador program and focus local, regional and provincial attention. Offer incentives via co-operative programs such as trips, free dinners, passes to events, weekend in local hotels, etc., to encourage local professionals and association executives to bring conventions to their home turf.

6. Focus on professional publications and journals to target convention delegates.

Mr. Pennick indicated Krisam has just completed the collection of 28,000 associations with key contacts filed on computer. Access and list should be obtained to those members in and around greater Hamilton. This will assist the one-to-one contact with decision makers.

Site inspections were mentioned by Mr. Pennick as being very helpful to secure business. However, competition for site inspections is very strong.

Encouragement to bring the spouse along may prove to be successful as they can influence decisions. Presently this approach is not being done to a great degree. With airlines and hotels generally covering the costs of flight and accommodations, the capital outlay is little and the return may be substantial.

Washington Convention Centre

Meeting with Alan Grip -

This centre is massive. The operating budget is approximately $1.5 million with media advertising about $400,000. The Washington Convention Bureau handles most activity oriented to secure bookings 18 months out from any given time. Centre and Bureau work in very close association to avoid double booking and client service duplication. Bureau operates with about $15.0 million budget.

Convention Centre has been opened only four years with staggering "ripple effect" on community. For example, land value has increased from about $55./sq. ft. to $650.+/sq. ft. around the centre.

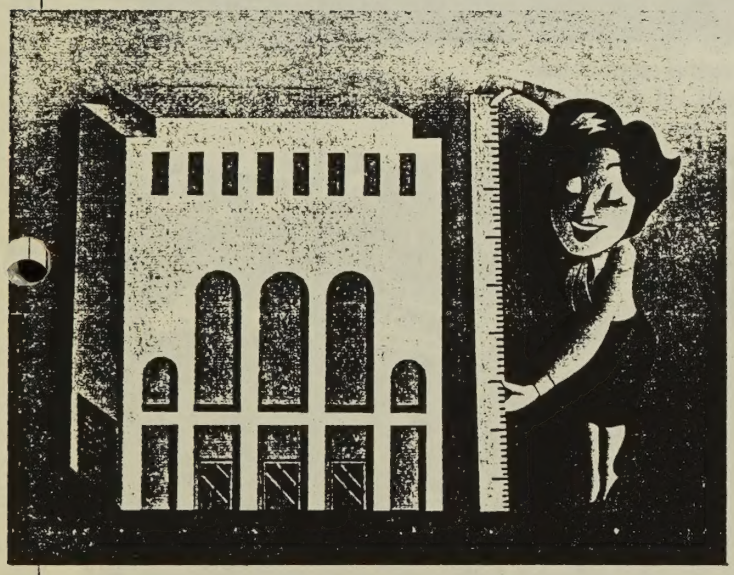
This centre also operates on the same mandate as Baltimore. That is, get the business, don't worry about the bottom line to a great degree, and monitor the "ripple effect". The benefits compared to costs have proven to be outstanding.

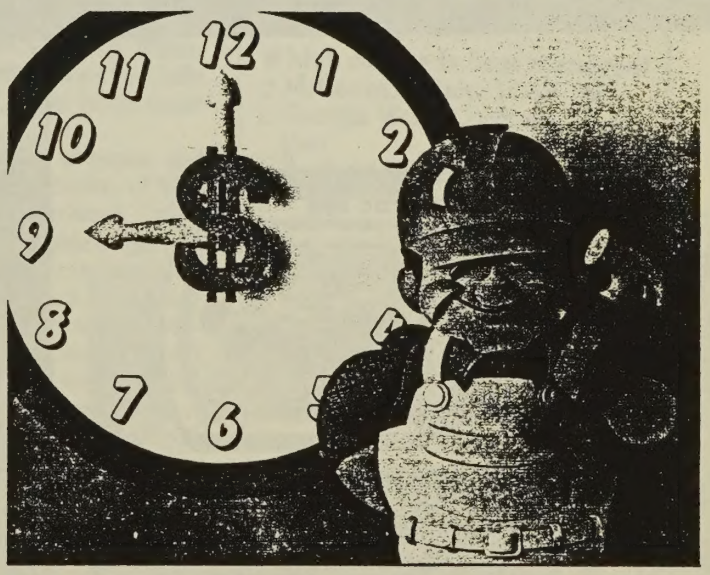
FB:mgm

Fred Bogden,
Director of Marketing.

CHOOSING A CONVENTION CENTER

BY DARRELL LEO & CHRISTINE LEVITE





While convention-center managements spend heavily to promote the beauty and high-tech wizardry of their facilities, as well as the drawing power of their home cities, for most major show managers, the choice of a convention center is mostly a process of elimination.

In fact, for many expo execs, the preliminary evaluation of a center boils down to a single question: "Is your hall big enough to accommodate my show?"

The answer to that is still the major factor determining big show bookings, according to a survey of managers of the nation's largest trade shows conducted for *M&C* by Beta Research Corp., Syosset, N.Y.

What constitutes "big enough?" For most survey respondents, all of whom were drawn from a list of managers for the nation's 200 largest shows as listed by *Tradeshow Week*, the answer is a net exhibit space ranging in size from 81,000 square feet to more than 808,000 square feet. In addition, many surveyed say they prefer to have all their exhibit space on one level and that they need plenty of head room, since their shows must be accessible to wide loads or ceiling-scraping exhibits.

As the very large convention centers fill their calendars further and further out (some hold bookings for 2010), large exhibit spaces are at a greater premium.

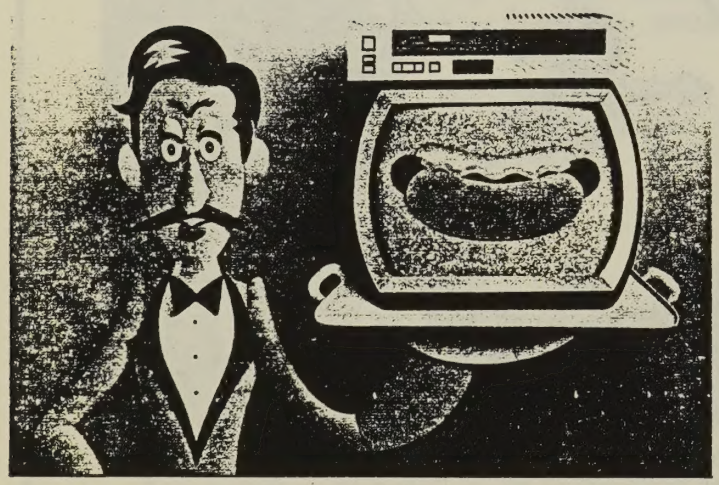
It's no wonder, then, that centers in so many cities (notably Atlantic City, Cleveland, Miami, Detroit, Houston, Rosemont, Ill. and San Jose) are undergoing major expansions. McKinsey and Co., a research company, predicted that San Francisco, for example, would experience a drop in convention market share from 15 percent to 12.5 percent if the city could not get an okay for the addition of 310,000 square feet to the Moscone Convention Center. Further, the firm said that the city's market share could drop to as little as 9.5 percent when other cities open new centers now being planned.

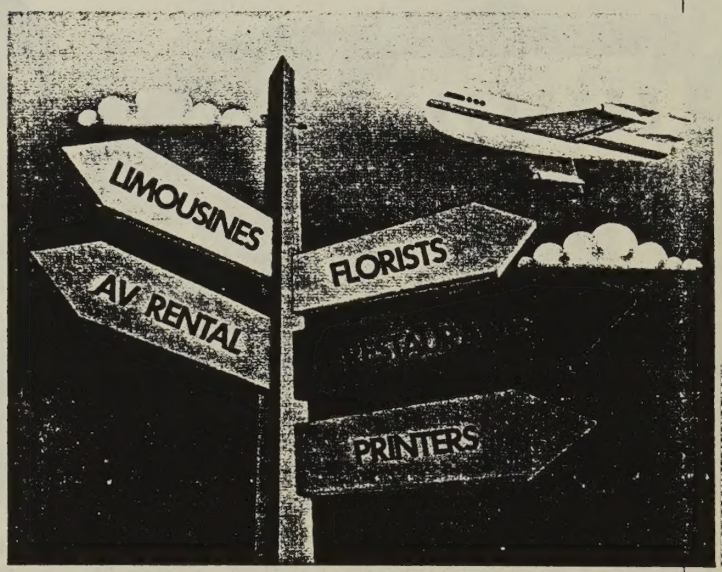
"For a large trade show, you first look at the hall's capacity," says Will Little, president of George Little Management Co., New York, as well as current chairman of the Major American Trade Show Organizers association. This group, comprising 34 show organizers that use at least 200,000 net square feet of space apiece, meets informally to discuss the special needs of citywide shows. It also has provided input to convention facilities on how to improve their contracts and operations.

When asked what center modifications trade show managers would like to see, Little says, "Many of our members would say: 'Push the walls out!' I'd like to see centers concentrate on such basics as the exhibit hall itself and worry less about frills like the architectural style."

Past the question of size, there are plenty of other

Managers of the biggest trade shows book venues according to a center's physical features, labor/management, in-house support and city services.





SCULPTURE ILLUSTRATIONS BY AJM

variables—frilly and basic—that convention and trade show managers say they consider during their selection process:

- ► The center's physical plant;
- ► The efficiency of the center's management staff and labor pool;
- ► The quality and availability of such additional services as those of the audiovisual department;
- ► The access to and appeal of the surrounding city.

How these factors stack up against one another depends largely on the type of show being booked, survey respondents said in follow-up interviews.

For trade shows comprising small portable exhibit booths, secondary criteria such as on-premises food service and the entertainment, restaurants and nightlife in the surrounding city become more important. Geography, too, can be significant, since some events must rotate to all sectors of the country to satisfy a national constituency.

However, for shows that feature large model displays and exhibits, the National Spa and Pool Institute's annual show, for example, the weightiest factors in the decision are the quality of a center's floor access and the cost and experience of the local labor force. Likewise, computer/electronics industry show managers must find a center that has the electrical outlets necessary for exhibitors to demonstrate their products.

In fact, some trade show managers complain, often wistfully, that once they have eliminated the convention venues that are too small, too limited in physical access, served by too few tradesmen or inadequately supplied with utility hook-ups, they are left with just a handful of convention centers from which to choose.

It's no wonder then that the Beta Research data show a heavy tilt toward the mega-convention centers: Chicago's McCormick Place and Atlanta's Georgia World Congress Center and, to a lesser extent, the centers in New Orleans, Las Vegas, Dallas and Anaheim.

These giants didn't receive all the votes, however. Other centers mentioned in at least one survey category include San Francisco's Moscone Center, the Los Angeles Convention and Exhibit Center, New York City's Javits Convention Center, the Indianapolis Convention Center, the New York Coliseum, the Phoenix Convention Center, the Philadelphia Civic Center, the St. Louis Convention Center, Cincinnati's new convention center, the Kentucky Fair & Exposition Center, and the centers in Long Beach, Monterey, Washington, Toronto and Edmonton.

Nevertheless, by polling the heaviest users of exhibit space, what *M&C* uncovered were the key elements that make a convention center a winner. ►

FACILITY

Which center is most attractive—inside and out?
- □ Georgia World Congress: 21.7%
- □ McCormick Place: 15.9%
- □ Dallas Convention Center: 10.1%

Which center is best in exhibit floor access from ground level?
- □ McCormick Place: 24.6%
- □ Las Vegas Center: 20.3%
- □ Anaheim Center: 14.5%

Which center is best in quality and placement of utilities?
- □ McCormick Place: 26.1%
- □ Georgia World Congress: 11.6%
- □ Las Vegas Center: 10.1% (tie)
- □ Dallas Center: 10.1% (tie)

Which center is best in size and configuration of exhibit space?
- □ McCormick Place: 31.9%
- □ Las Vegas Center: 17.4%
- □ Dallas Center: 10.1% (tie)
- □ Georgia World Congress: 10.1% (tie)

Which center is best in number, size and quality of meeting rooms?
- □ Georgia World Congress: 18.8%
- □ McCormick Place: 13% (tie)
- □ Dallas Center: 13% (tie)

Which center is best in loading dock facilities and storage?
- □ McCormick Place: 29%
- □ Las Vegas Center: 13%
- □ Dallas Center: 11.6% (tie)
- □ Georgia World Congress: 11.6% (tie)

THE PHYSICAL PLANT

When it comes to the physical facility, McCormick Place ranked at the top in four of six survey categories:
- ► Size and configuration of exhibit space;
- ► Access to exhibit floor from ground level;
- ► Quality and placement of utilities;
- ► Loading dock facilities and storage.

Only when it came to the questions of attractiveness and the quality of meeting room space did McCormick Place fail to receive the majority of votes, and in each of those cases, it placed second behind the Georgia World Congress Center.

Jim Staton, sales manager, Material Handling Institute, Charlotte, N.C., explains one reason for McCormick's appeal. According to Staton, the MHI show requires more than 200,000 square feet of space.

So, for him, choosing a convention center really *is* a matter of eliminating those that are too small.

A real plus for McCormick Place, Staton says, is that either of its two halls can handle his show. That helps make scheduling easier.

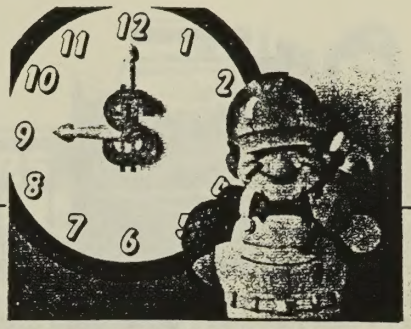
John Vincent, director of expos and marketing, National Association of Music Merchants, Encinos Carlsbad, Calif., says that, because of the size of his two annual trade shows, he can use only about five centers in the U.S. One show is held regularly in Anaheim, and the other goes to McCormick Place for two years and a different city for the third year of its rotation. "The more open floor you've got the easier the set-up," he says.

Trade show managers have opinions, too, on the ideal layout of floor space. Most prefer to keep exhibits on one level, since exhibitors often gripe about being either above or below the action. And except at shows that lend themselves to segmentation, they prefer to avoid spreading an exhibit between two buildings because a consolidated show will allow for better traffic flow.

While actual floor size is important to Jordan L. Morgenstern, vice president-conventions and expositions for the National Spa and Pool Institute in Alexandria, Va., access to the convention center floor is more important. His organization handles very large exhibits. "Freight access is important to us because of the product," he says. "We have odd-size trucks that need to drive right onto the trade show floor."

Morgenstern praises both Atlanta and New Orleans for the freight access at their centers.

According to Gary Showalter, vice president of the Hall-Erickson show management company, River Forest, Ill., the loading dock facilities at McCormick Place can't be matched. Boasting docks on three sides of the building, he says, McCormick Place is ideal for heavy shows: those requiring the most freight handling and truck access to the exhibit floor. Showalter also thinks the addition to Georgia World Congress has great docking facilities.



PEOPLE

Which center is best in quality, cost and availability of labor?
- □ Georgia World Congress: 17.4%
- □ Las Vegas Center: 15.9%
- □ McCormick Place: 13% (tie)
- □ Anaheim Center: 13% (tie)

Which center is best managed?
- □ McCormick Place: 17.4% (tie)
- □ Georgia World Congress: 17.4% (tie)
- □ Anaheim Center: 13%

Storage area is another consideration for trade show managers, who, unlike attendees, have to worry about what to do with all those crates and cartons while the show's in progress. At the recent New York International Gift Fair, which was managed by George Little Management, New York, 42 trailers of empties were taken off the floor.

Jack Withiam, vice president of George Little, says that McCormick Place's design minimizes storage problems. "You can store an awful lot on the perimeter of that building, and the new annex will have even more storage."

What *doesn't* seem to play an important part in choosing a convention center is a facility's architecture and interior design. Although survey respondents rated the Georgia World Congress Center in Atlanta the "most attractive—inside and out," in follow-up interviews, few of them put much emphasis on appearance as a criterion for evaluating a facility. Most, in fact, say that the beauty of a building makes no difference to them whatsoever.

Nor do the esthetics of a convention center have much importance to Gary Showalter. Although he names the Georgia World Congress Center as the most appealing looking building, he says that "because of its esthetics, it has

ADDITIONAL SERVICES

Which center is best in audio-visual equipment and sound systems?
- □ Georgia World Congress: 14.5%
- □ Dallas Convention Center: 7.2%
- □ New Orleans Center: 5.8%

Which center has the best videoconferencing capabilities?
- □ Georgia World Congress: 8.7%
- □ McCormick Place: 7.2%
- □ Dallas Convention Center: 4.3%

Which center has the best overall food service and quality?
- □ Georgia World Congress: 20.3%
- □ McCormick Place: 17.4%
- □ Dallas Center: 8.7% (tie)
- □ Anaheim Center: 8.7% (tie)

some functional problems." The center's new addition has created traffic flow problems, he says, adding that his attendees "couldn't find" the connecting corridor from one building to the other. "The center has these lovely trees in planter boxes, but you can't see the exhibit signs because the trees get in the way."

Despite the survey respondents' overall lack of interest in the cosmetic side of convention centers, a few managers do say that it is becoming more important. Philip Corvo, executive director, National Association of Television Program Executives, New York, is one. "You no longer can get by with bare walls, bare floors and an unattractive facility. For instance, I think every center should have carpeting everywhere except on the exhibit floor. The walls also should be covered—it helps deaden sound—and the building should have good lighting." Corvo believes that San Francisco's Moscone Center has the most attractive interior.

Michael Cooper, meetings manager of the National Solid Wastes Management Association, Washington, D.C., on the other hand, considers the Dallas center the most attractive convention facility. "It's modern, and it's right in the center of a downtown that has been rehabilitated," he says.

Nor should the quality of meeting rooms be underestimated by those evaluating a convention center, show managers tell *M&C*.

John Vincent of the National Association of Music Merchants says meeting rooms are very important to music merchants: They use these spaces for demonstrating instruments. He praises the Georgia World Congress Center for its excellent meeting area.

Vincent also says that for his purposes, having the meeting rooms on the same level as the exhibit floor is an advantage. Other managers, however, prefer a segregated meeting area, arguing that sessions run more smoothly in a quiet atmosphere.

MANAGEMENT AND MUSCLE

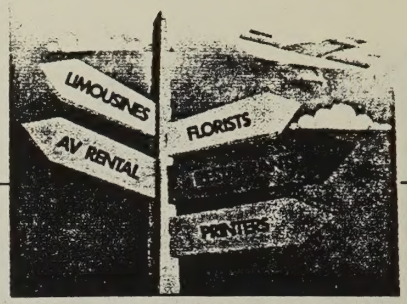
After a trade show manager narrows his list to the facilities that physically can handle his show, what often comes next is an evaluation of the human factors: how well the center is managed and how the city's labor force operates and performs. In the management category of *M&C*'s survey, the Georgia World Congress Center and McCormick Place share top honors.

According to trade show producer Will Little, "A center's management is one of the most important elements in evaluating that center. The staff should develop a good rapport with the trade show manager, have knowledge and respect for the industry and show good follow-through."

Ben Wold, show manager of the National Marine Manufacturers Association in Chicago, is perhaps the most enthusiastic of the McCormick Place boosters that *M&C* talked to during the survey.

"There's no question about it. It's the best. They've been at it for a long time. And Chicago is a convention town, not a tourism town and the city fathers are awake to that fact.

"There's just not another place that I can take the marine trade show and get the results we get," Wold says. Part of the reason for that is Chicago's access to good help. Wold contends, "Even though some people bad-mouth Chicago's labor pool, it's still the most qualified in the nation. If we take our show somewhere else, we often have to call on Chicago labor to help us out."



LOCATION, CITY SUPPORT

Which center is the best in number of nearby good hotels?
- □ McCormick Place: 18.8%
- □ Anaheim Center: 17.4%
- □ New Orleans Center: 15.9% (tie)
- □ Las Vegas Center: 15.9% (tie)

Which center is best for nearby vendors and suppliers such as decorators, AV rental houses, florists, secretarial and registration help, printers?
- □ McCormick Place: 23.2%
- □ Dallas Convention Center: 13%
- □ Anaheim Center: 11.6%

Which center is best for nearby entertainment, attractions, restaurants?
- □ Las Vegas Center: 24.6%
- □ McCormick Place: 20.3%
- □ New Orleans Center: 8.7%

Which center is best for easy and abundant air and road access?
- □ McCormick Place: 33.3%
- □ Dallas Convention Center: 17.4%
- □ Las Vegas Center: 11.6%

Wold also sees McCormick Place's account executive program as a benefit to anyone booking in Chicago. The center assigns one account executive to a trade show and "that man lives and dies over whether I'm happy," Wold says. "With this program, you've got one guy who can help you. I need a guy who is going to be there when I need him."

What Wold likes best about McCormick Place is "service, service, service—and you can underline that."

When asked about the skill of a center's management team, the National Association of Music Merchant's Vincent rings in with another vote for McCormick Place: "They do it better. They're more organized. They have a

continued on page 65

DIRECTING THE "BEST MANAGED" CENTERS

ALAN WEINER

Dan Graveline, director of the Georgia World Congress Center in Atlanta.

Since its opening 10 years ago, the Georgia World Congress Center has been a catalyst for Atlanta's development as a convention and trade show site. As the first center funded completely by the state—no municipal strings attached—the GWCC has marketed its facilities and services as if it were a commercial enterprise.

Executive Director Dan Graveline, who has run the center from the beginning, has overseen such major changes as an expansion a year and half ago that doubled the exhibit area. More of a hands-on manager than a politician in the job, Graveline says, "We have a pretty good ability to operate [the center] like a private business, even though it's government owned." The operating structure allows management to make decisions that stick and fosters continuity in the center's personnel.

When asked why so many trade show managers name his facility as the best managed in the country, Graveline gives credit to the center's staff: "We're dedicated to working long and hard to make sure all our people are service-oriented, that they're polite and courteous and that they respond to problems. If people offer help rather than taking a 'that's not my job' attitude, customers will feel comfortable working in the building."

Because of Georgia's right-to-work regulations, the GWCC has a relatively cooperative labor pool, Graveline says. He adds that trade show managers particularly appreciate the fact that the center offers extensive in-house services: "We have our own security, housekeeping and electrical/utility contractors, for instance, and these employees are motivated to do the job right."

Over a long career that has included service at convention facilities in Los Angeles and Indianapolis, Graveline has seen many changes in the trade show industry. Every center operation should be reevaluated continually, he says, citing the GWCC's recent efforts to improve meeting-room services for its growing number of medical conferences and, for the secondary corporate market, increased staffing in the events services department.

GWCC changes ahead will include a project to add 300,000 square feet of space. A larger plant will broaden the client base, help maximize utilization and keep Atlanta in step with the industry, says Graveline. "We're booked solid, and we're losing business," he states, adding, "We're not looking for big profits, but we don't think we need to lose money either."

MARTHA LEONARD

Richard Ogilvie, trustee and interim director of Chicago's McCormick Place.

McCormick Place, Chicago's big-shouldered center on Lake Michigan, has been tough to manage this year. Last fall, it was suffering when strike-induced delays on construction of the new north annex threatened to scuttle convention bookings, and a political scandal had forced the resignation of Joe Hannon, who previously had directed both McCormick Place and the Chicago Convention & Tourism Bureau.

Into this fray stepped former Illinois governor Richard B. Ogilvie. He agreed to serve as trustee (troubleshooter) for the convention center authority during an interim period "to get the whole operation back on track."

Completing the construction has been Ogilvie's number-one priority, yet in his year-long involvement with the guts and girders of the new building, he has overseen the regular operations of the center.

"We've really got an excellent staff here," says Ogilvie, adding that each event is the focus of meticulous attention. During the show, he says, "our people are all over the floors in all three buildings, ready to take the steps that need to be taken. And show managers feel that they have real input from the very beginning."

Center management applies this communicative approach to dealing with labor problems, too. Ogilvie acknowledges that Chicago—a.k.a. "the city that works"—has had a "pretty bad reputation" in this area. But McCormick Place executives, the CVB personnel and labor group representatives have had a series of powwows this year about the image of the city's heavily unionized work force. Says the acting center director: "We've got a lot of competition now from other convention centers and I think the labor leadership understands this."

Political savvy is a valuable attribute—some would say, in Chicago, a requirement—in managing a center. Of his push toward completing the expansion, which will be fully operational in January, Ogilvie says, "I took all the political lessons that I've picked up over a long career in public life and used them as effectively as I could."

Soon Ogilvie will be able to rest on his laurels. In June, a new chief executive officer and a new 12-member board will be running the complex. Together they will consider yet another construction project that will make McCormick Place even bigger—and an even greater challenge to manage. ■ **CHRISTINE LEVITE**

continued from page 61

more professional attitude and show better follow-through with problems."

But McCormick Place and the Georgia World Congress Center are not the only centers to score in the survey's labor and management categories. Philip Corvo of the National Association of Television Program Executives, for example, rates the labor situation of the New Orleans Convention Center as the best in the country. "Louisiana is a right-to-work state," he says, "and the workers and the unions seem to be flexible and understanding of people from out-of-town. There are some centers in which workers don't care about whether you get the show on or not."

Michael Cooper, who took the '86 National Solid Wastes Management Association show to New Orleans, agrees with Corvo. "We had no trouble there," he says. "The center has good service people and the labor force we needed."

Compared to cities like Washington, D.C., and Chicago—the sites of the previous trade shows—New Orleans handled the NSWMA show's installation and breakdown in record time. Even though this year's show was 10 percent larger than any previous event, "We moved in in 1½ days and moved out in one," Cooper recalls, adding that the setup took 2½ days and the breakdown, 1½ days at McCormick Place.

Cooper also found that the right-to-work labor arrangement in the South eases the trade show manager's position. "You don't have to worry about what union is going to do what job."

Weighing in with another opinion, Hall-Erickson's Showalter gives the Anaheim Convention Center the highest marks for management and labor. "Everybody in the city," he says, "has always been very service-oriented. When you ask for something to be done, you don't have to start demanding."

And Jerry Carter, show manager, Cahners Expo Group, Des Plaines, Ill., says that a manager's ability to find a good general contractor for labor is "a very important consideration in the shows that I handle. If an area does not have a good contractor, I might be swayed away from selecting it."

Overall, rating the labor situation in a convention center is difficult, according to John Vincent, National Association of Music Merchants, because a trade show manager must evaluate quantity, quality

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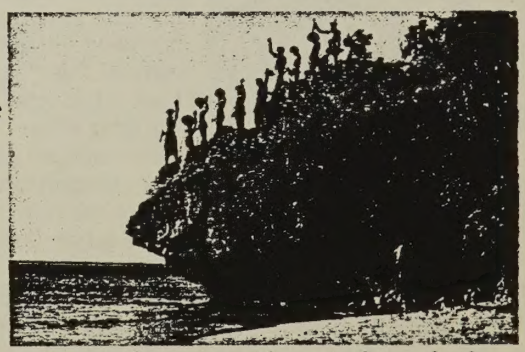

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and cost, and there's no one perfect package.

"In Chicago," he says, "you have labor that is expensive but very well qualified. In Atlanta and New Orleans, you don't pay as much, but you can't find the numbers of people you need."

Bill Glasgow Jr., assistant managing director, William T. Glasgow Inc., South Holland, Ill., echos Vincent. Agreeing that most exhibitors prefer operating in centers that are governed by right-to-work laws, he adds: "A lot of small exhibitors can set up their own booths, yet in Atlanta, when you want to hire labor, there are just not enough workers."

ADDITIONAL SERVICES

When it comes to such additional services as audiovisuals, sound, videoconferencing and food, trade show managers told *M&C* that, despite the fact that these elements can ruin a show when they go wrong, they are of very little importance in the decision-making process.

On three survey questions regarding such services, the Georgia World Congress Center earned the No. 1 ranking.

But, while such ratings on a center's technical facilities may be highly promotable, a number of respondents told *M&C* they never use audiovisual equipment or videoconferencing capabilities. Food service, on the other hand, is another question altogether.

When asked which center offers the best food, many top trade show managers answer: "None of them." Think, after all, of the complaints they hear about long lines, high prices and cold hot dogs. "It's the single greatest limiting factor in a center," says Will Little of George Little. "You have a captive audience."

High-quality food has become a problem for nearly every convention center, according to Hall Erickson's Showalter. The root cause, he says, is the ebb-and-flow nature of the business: "How do you employ a staff for three days a week and expect to have a quality operation?"

In general, Showalter considers the snack bar facilities "poor" but thinks the catering is good at most centers. "The chef talent is there," he contends. Moreover, he anticipates that the quality of food service—and labor overall—will improve as facilities like those in Chicago, Atlanta and Anaheim streamline their two-building operations and employ a full-time staff of employees.

While a convention center's food service is not a real factor in the selection process, Jerry Carter of Cahners Expo Group says he still pays attention to it. "While I wouldn't put it real high up on my list of priorities in picking a place," he says, "I always remember that food service is the first thing people will complain about when they attend a show.

"And," adds Carter, who rates McCormick Place best in the food-service category, "if the food is terrible, show attendees are likely to forget how much business they've accomplished. The only memory they leave with is of how bad the food was at that convention center."

The city's ambience may be important in attracting attendance, but managers don't want entertainment to be a distraction to the show.

THE CITY

Perhaps the most controversial aspect of choosing a convention center is appraising the city it serves. Of course, marketing or "political" considerations may dictate holding some shows in the North, South, East or West, but the largest expositions—those that must attract the broadest audiences—look for major hubs accessible to everyone. And, while no trade show manager would tell *M&C* that he would choose a convention center simply because he likes the city it's in, many said that the appeal of the locale is a prime consideration.

Jim Staton of the Material Handling Institute, for example, says he evaluates convention centers based on whether adequate and inexpensive air service is available and whether the city has an adequate inventory of modern hotel rooms.

MHI surveys its exhibitors after each show, asking them where they might want to hold the trade show. Staton says that exhibitors almost uniformly name Chicago, claiming that it provides an atmosphere that encourages attendees to conduct business. In contrast, cities known for their night life might not be good for the institute. By way of example, Staton says, "We've found that our members spend more time partying in Las Vegas or New Orleans than doing business."

Staton also says that, since MHI members come from all over the world, the ambience of a city is important. While he still favors Chicago, he also believes that Atlanta compares favorably as a venue for international attendees.

Morgenstern of the National Spa and Pool Institute says that, while city ambience and entertainment is important in attracting attendance, it's not a strong factor in the selection process. As he puts it: "I don't want entertainment to be a distraction to the show."

Many other associations, however, *do* favor the entertainment centers: these cities *do* attract convention crowds and may encourage attendees to stay a little longer at a show. The Las Vegas Convention Center, in particular, has become a dominant site for expositions. It offers a vast expanse of single-floor space, and it has the tourist infrastructure to support the overwhelming crowds that take over the town for such shows as Consumer Electronics and COMDEX (the giant computer show). Adequate hotel inventory and good airline service are two basic requirements for these "monsters."

Jerry Carter of Cahners Expo says his choice of Anaheim as the venue for the NEPCON (National Electronics Packaging & Production Conference) West show has nothing to do with esthetics or what the destination offers attendees. Instead, he books Anaheim because of the high concentration of electronics firms in California. "Most of the people we are trying to attract live within the area; very few are out-of-towners," he says.

On the other hand, Joy Lee puts considerable emphasis on a city's amenities. Lee is director of the meetings and exposition management division for Chicago's Smith Bucklin & Associates, a multi-management firm with a roster of 125 clients. To bring a show into any convention center, Lee says she requires three things: "a gorgeous hall, a good labor pool and fine dining nearby." Those are

the three things almost all groups want, she says.

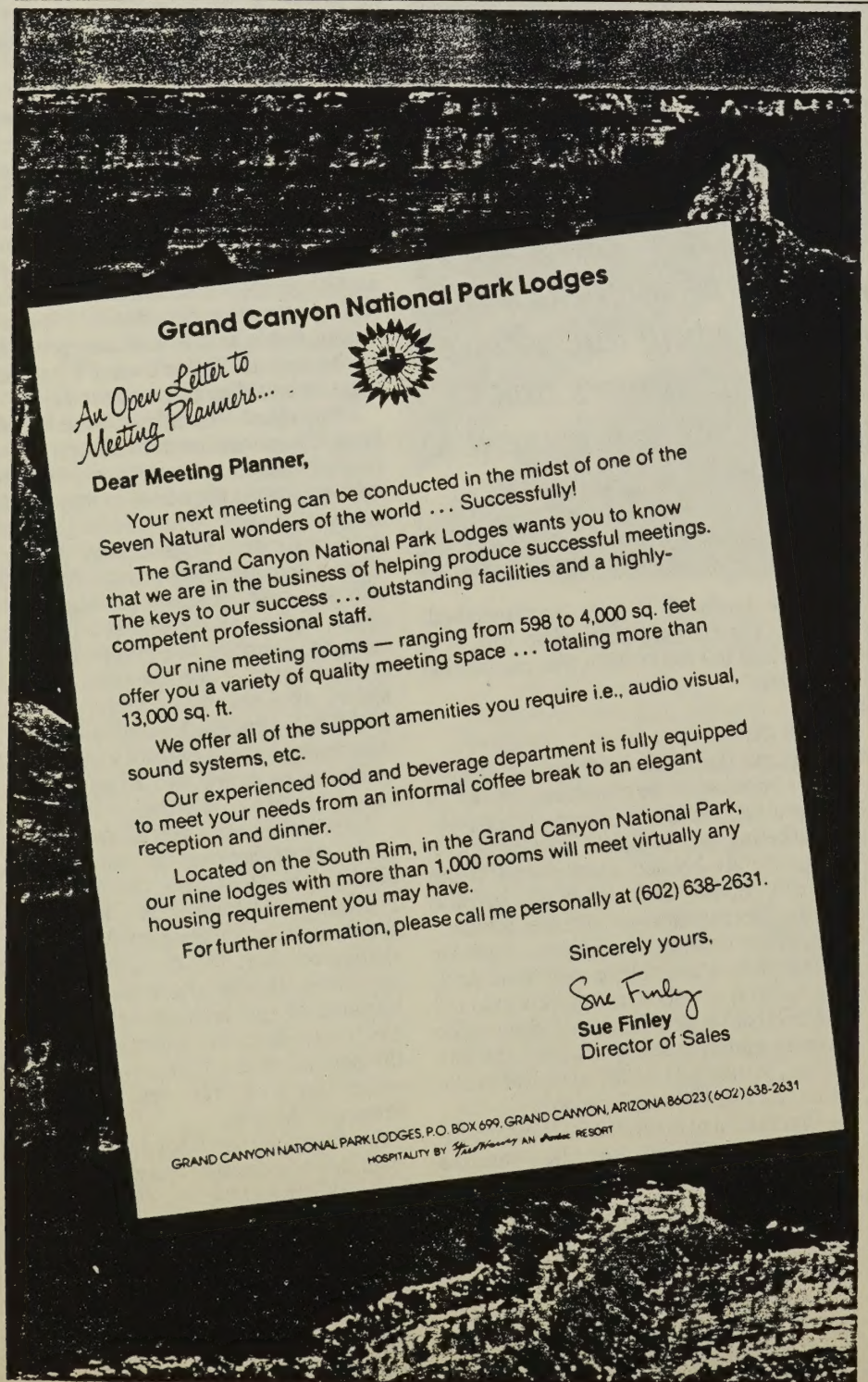
Nonetheless, Lee believes that a center's city and the entertainment it provides are not "necessarily the most important factor in the decision-making process." In fact, she worries most about air and road access. "We have to bring in the transportation costs as economically as possible," she says.

While she personally likes New Orleans and Las Vegas, Lee says that she tries to keep the family appeal of a city in mind. "Some people might not want to expose their children to New Orleans' Bourbon Street. And the gambling casinos of Las Vegas might not be right for certain types of groups. You have to fit the destination to the group," she says.

THE PRICE

One factor that appears to have many trade show managers worried is cost. And while *M&C* did not survey trade show managers about how individual convention centers rank in this regard, several survey respondents volunteer that it is their primary worry for the future.

Ben Wold, National Marine Manufacturers Association, is beginning to fret over costs. Cities are beginning to raise the per-square-foot cost of renting out a convention center, and Wold says, "In the next couple of years, we're going to have to worry about whether we can afford certain convention centers. Let's face it, we couldn't tolerate it if costs rose to a price tag as high as $15 to



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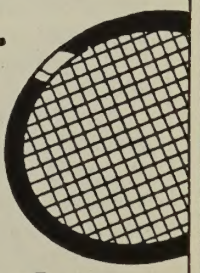

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$16 per square foot."

Price is a big consideration in towns like New York and Chicago, according to Michael Cooper of the National Solid Wastes Management Association. Having analyzed the cost of exhibition space for future dates, he estimates that, for the next few years, per diem prices will range roughly from Chicago's $1.25-per-square-foot rate, to approximately 75 cents per square foot in Washington, D.C., and a rate of about 10 cents per square foot in Dallas, where NSWMA will be meeting next year.

But, says Jordan L. Morgenstern of the National Spa and Pool Institute, "I expect that prices will go up as some cities try to get more direct revenue out of trade shows. Cities used to be satisfied with the spillover, the taxes generated indirectly from hosting a trade show or convention. I don't see that holding." ■

NEW OPENINGS

There's hardly a convention center in the country that has not (1) just completed construction work, (2) recently begun a project or (3) finalized plans for developing a new addition.

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Cleveland, OH
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Victor K. Copps Trade Centre
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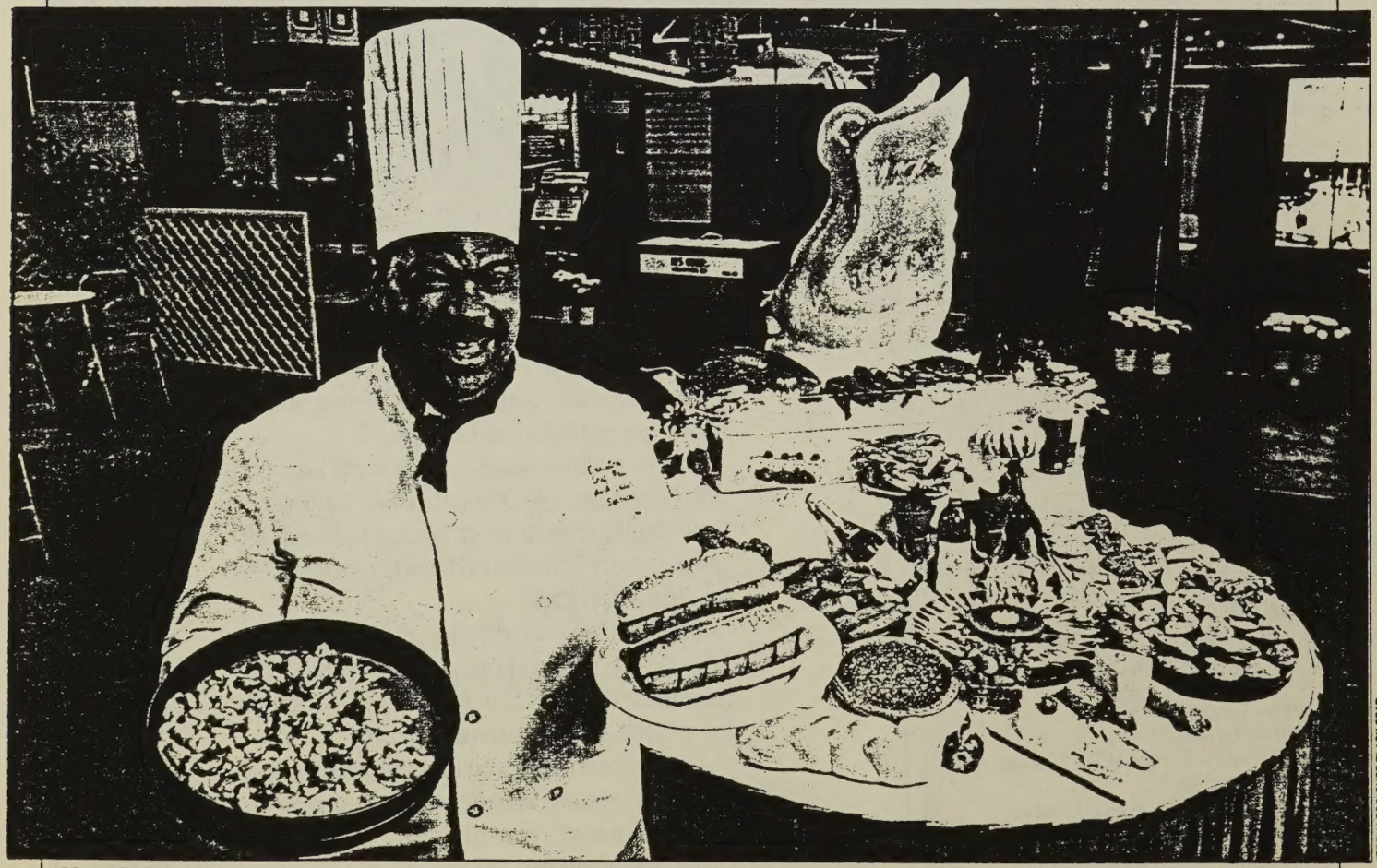
NEW WAYS WITH FOOD
BEYOND THE HOT DOG

BY CARL DESENS

The challenge in food service is to fulfill the conventioneers' demands for meals, while adding a little imagination and local flavor to the menu.



JERRY LOOFBOUSS/BLACK STAR

New Orleans Convention Center Chef Leon West believes freedom in the kitchen leads to happily fed conventioneers.

"I've seen trade shows where afterwards no one remembers the meetings or the elaborate exhibits, but everyone remembers the lousy food," says Dan Saunders, president and general manager of the New Orleans Convention Center.

Unfortunately, Saunders' observation rings all too true. Breathes there a veteran trade show attendee who has not been forced to subsist largely on a diet of hot dogs and scorched coffee, for want of anything more appealing? Or one who has not gone hungry to avoid the mystery meat and steam-table green bean platters?

The situation doesn't seem to be as bad as it was, say, a dozen years ago, however. Most of the planners who participated in *M&C*'s convention center survey had kind words for the food at the centers they've used recently.

Bruce Angwin, president of Electronic Conventions Management, Los Angeles, bestows high marks on the Anaheim Convention Center, which he

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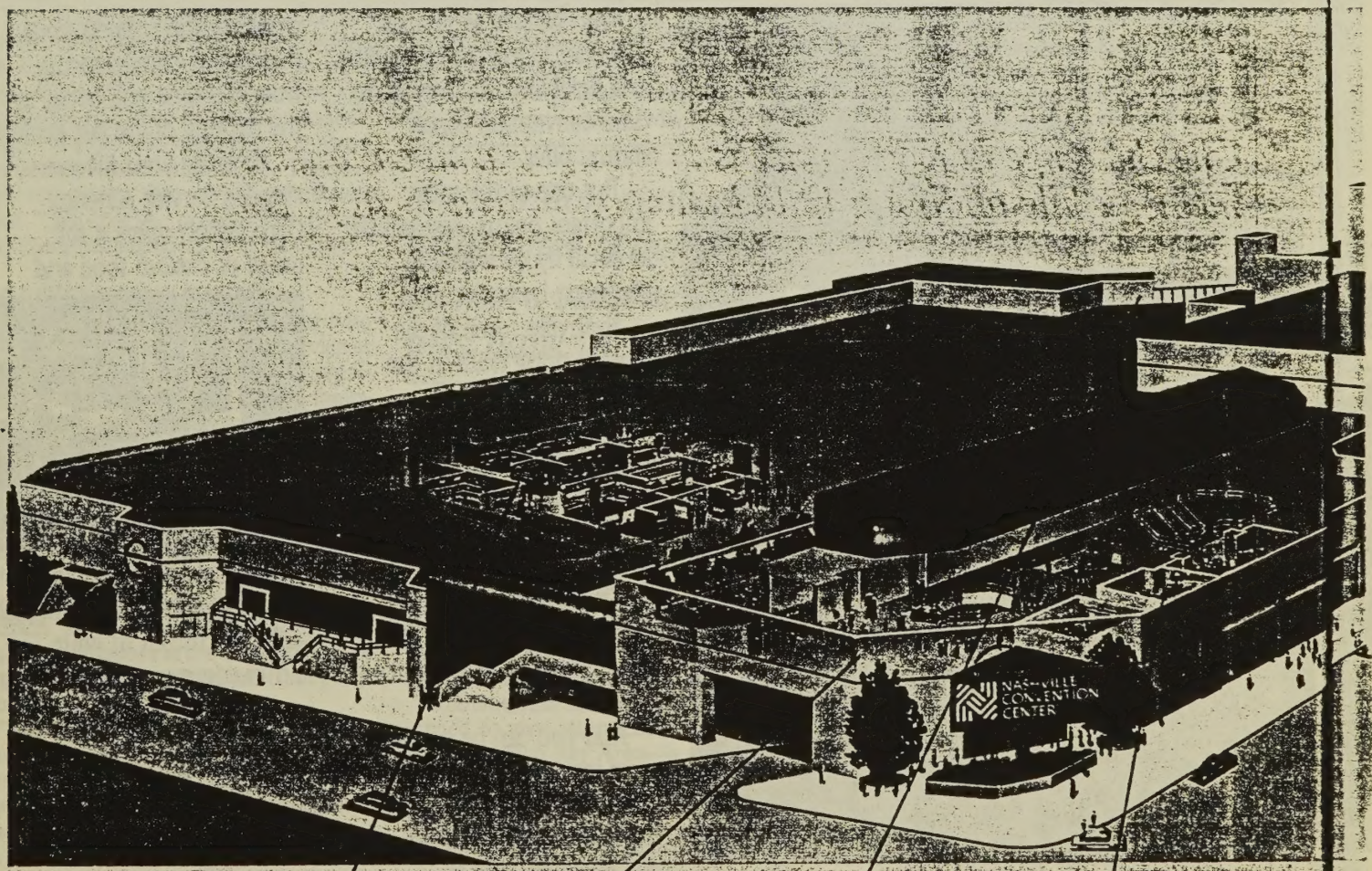

Point #1
The truck marshalling yard is available in the adjacent block.

Point #2
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Point #3
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Point #4
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Point #5
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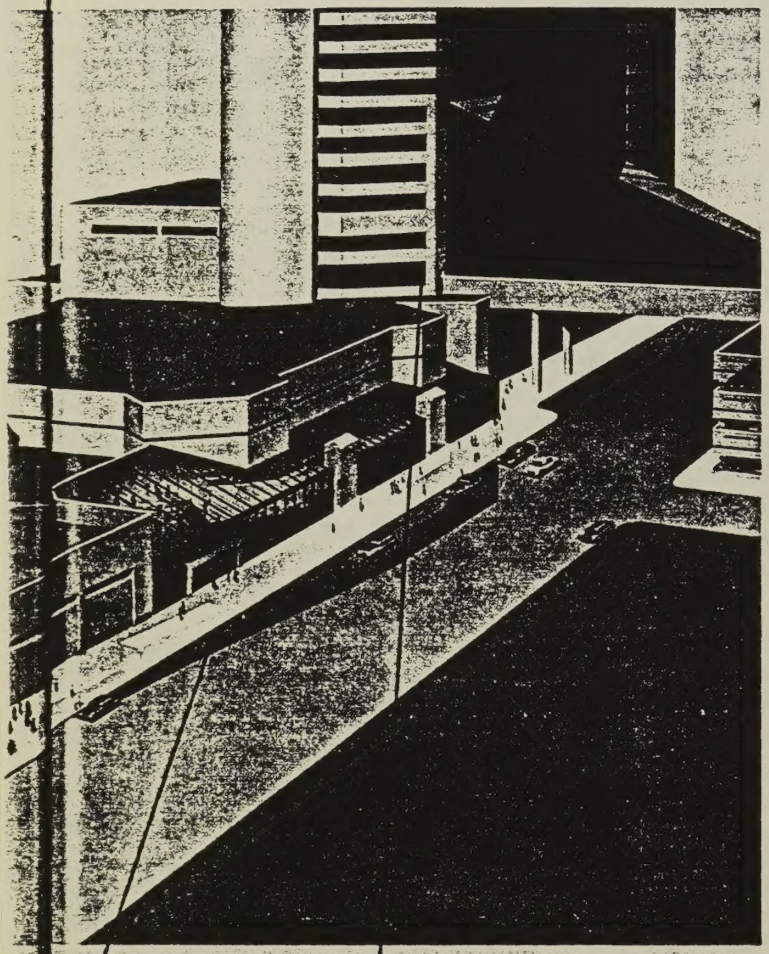

Point #6

Completely secured underground, the continuous truck ramp leads to six loading docks, the Exhibit Hall floor, and the truck marshalling yard in the adjacent block.

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continued from page 71
uses often. Food there is handled by Szabo Food Service Inc. "The organization is highly professional and takes great pride in its work. The costs are high, but the quality is excellent," says Angwin.

The Houston Convention Center, where ARA Leisure Services provides the eats, comes in for kudos as well. Says W.H. "Buckshot" Price of the Austin-based Texas Restaurant Association, "We had a luncheon for our board at the convention center in '85. The service was pretty fair, and the food was good." Of course, professional rivalry may have had significance in this case.

A GASTRONOMIC GADFLY

Raymond P. Delrich is one planner who has no good words for the food service at any convention center. Delrich, president of SDI Management Co., a multi-association management firm in Los Angeles, says, "I've been doing conventions and trade shows for the past 15 years, and I've found the food at stands and at center restaurants universally bad. It's just as poor as it's always been, but prices have gone up." Ticking off a short list of major facilities he's used, Delrich says, "The number-one complaint of exhibitors is the impossibility of getting food at move-in and move-out time."

"Move-ins and move-outs are just not profitable," counters Maurice Moore, director of food and beverage at the Washington, D.C., Convention Center, who notes that because there's no guarantee of a certain number of customers during the set-up period, food service sometimes has to be cut back.

At other times, the Washington center offers a full range of food service options. "Our clients are varied and very demanding. Here, the variety is unimaginable—everything from hot dogs to French service is available," says Moore.

The center has a cafeteria and 11 concession stands plus a cocktail lounge. In July 1984, the center served a prime rib dinner to 8,000 guests at a gathering of one of the nation's largest black sororities. The dining room was divided into four quadrants, each with its own chef.

The demands made on a center's concessions and catering are heavy when it comes to serving huge crowds and providing something better than rubber chicken. Franz Schneider, food and beverage director at San Francisco's Moscone Center, has served as many as 24,000 during the 1984 Democratic National Convention. And the Moscone Center has no permanent restaurants or cafeterias. Everything is portable.

"Our adaptability is our pride," says Schneider, who was readying a banquet for Philippines President Corazon Aquino as these lines were being written. The menu featured Manila Bay Salad, a ceviche-like arrangement of marinated seafood; Beefsteak Tagalog and Philippine mango in strawberry sauce with mint.

Convention centers must offer better food in more varieties than they have in the past.

With more than 35 years of experience in the food service business, the last 20 of those working for such large corporations as ARA, Schneider says that convention centers need to offer better food than they have in the past to compete in today's marketplace.

Menus at the Moscone Center are designed to give attendees a taste of the San Francisco Bay Area—a place noted for its devotion to good eating. There are Chinatown specialties such as egg rolls, pork buns and "pot stickers" (*dim sum*), as well as Mexican items like tacos, tostadas, nachos and *carne asada*. The flavors of Fisherman's Wharf—sourdough bread pizzas, seafood cocktails and "torpedo" sandwiches—are also available.

CONVENTION CENTER CAJUN

In a different city, you leave the booth to grab a bite at the nearest concession stand. In addition to the ubiquitous hot dog and such standby snackables as bagels with cream cheese, yogurt and fruit, the bill of fare includes shrimp jambalaya, red beans and rice with sausage, seafood gumbo and po' boy sandwiches. Where are you? At the New Orleans Convention Center, of course, and you'll look in vain for mystery meat or soggy tuna sandwiches.

"New Orleans may be the city with the greatest reputation for quality dining in the U.S.," says Dan Saunders, the center's general manager. "We seek to provide the same quality as a restaurant."

The center's kitchens, operated by ARA under the direction of Chef Leon West, can handle any sort of affair, up to a sitdown dinner for 1,500 in the building's 30,000-square-foot ballroom.

Chef West has worked for ARA for 10 years, in his hometown of Boston and at the Atlantic City Convention Center before coming to New Orleans.

The chef had no trouble adapting his skills to cooking New Orleans-style. "Cookin' is cookin'," he says. "I used to cook Creole at home in Boston, but I thickened the sauce with cornstarch instead of *roux*. Here, I cook with *roux*."

West says that he has a "free hand to do the things I want to do," but pleasing the customer is paramount. "Having a large function and seeing that everything is going right and that the customer is satisfied gives me more pleasure than anything else," says Leon.

QUALITY PRODUCT, QUANTITY PROFITS

Quality is the watchword at Chicago's McCormick Place, another center where ARA provides the food. "At McCormick Place, we have to be good," says Sid Dinerstein, ARA regional general manager. "We're the biggest."

McCormick Place has handled sitdown dinners for up to 6,000 people and receptions for as many as 18,000. There are four permanent food service locations (three cafeterias and one tablecloth restaurant) in the main building and three permanent locations in the newly opened north annex. Concession stands are all portable, set up according to the needs of the event.

The food at McCormick Place is not especially Chicago- or ethnic-oriented. "I don't think we tend to lean in one direction," says Dinerstein. "This is mid-America. We have a barbecue beef that's very popular. We do tremendous banquets, everything from Beluga caviar to steak tartare to—you name it. And, we serve a hot dog that I think is the best in Chicago.

It's unfortunate that people think of vending machines and hospital food when they think of convention center food, says Dinerstein, "because we can handle fine and business dining very well." ■

M&C
CONVENTION
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SCORECARD

THE VALUES OF DESIGN AND FUNCTION

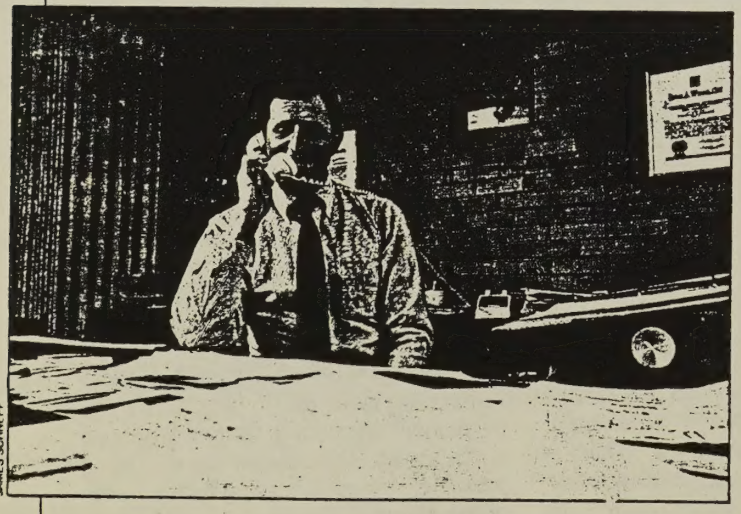
BY HARVEY CHIPKIN

"As long as a facility can house my show properly, I'm happy. I don't need statues in front or big glass windows."

BOB WALCZAK
NATIONAL FUNERAL DIRECTORS ASSOCIATION

"Functionality and fine architecture are not in conflict, and I think good architecture adds to a delegate's experience."

ANDREW McLEAN
THOMPSON, VENTULETT STAINBACK & ASSOCIATES



JAMES SCHNEPF

ALAN WEINER

What could be easier than designing a convention center? You find a big empty lot, raise four walls and a roof, open the doors and you're in business. Right?

Wrong.

Design can make or break a center from the point of view of both the city that spends millions of dollars to build it and the trade shows that bring in thousands of people to fill it.

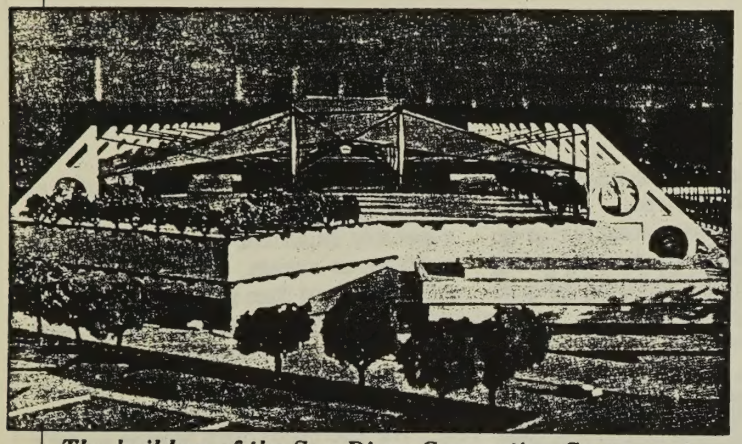
To determine what makes for good design in a convention center, *M&C* spoke with an architect who has been involved with half a dozen major convention center projects, as well as a veteran exposition manager who has run shows in 22 different cities.

The architect is Andrew McLean, a partner with Thompson, Ventulett, Stainback & Associates of Atlanta, the designers of the Georgia World Congress Center, Philadelphia's proposed center and the expansion of the Miami Beach center, as well as the authors of feasibility studies for facilities in Denver, Washington, D.C., and New Orleans.

To get an overview of design from the user's point of view, we queried Bob Walczak, a past president of the National Association of Exposition Managers and exhibition manager for the National Funeral Directors Association. Walczak has run the NFDA show for 30 years.

Both men agree that convention centers have come a long way in the last decade and that, for the most part, older centers now appeal only to meetings on an extremely low budget or those with minimal space needs.

In fact, McLean believes that "functionality is reaching the state of the art," and he credits this progress to the



The builders of the San Diego Convention Center, set for a summer 1989 opening, met with meeting planners before architect Arthur Erickson finalized the design.

The new Nashville Convention Center, which will open in January 1987, boasts access from six underground docks, elevators and two exhibit-floor doors.

"maturing of an industry." Now "users understand what they want, and architects communicate with them. We don't do anything until we talk to convention managers."

Though McLean and Walczak agree that the day of the functional convention center has arrived, they disagree about the value of a *fashionable* convention center, such as New York's Jacob J. Javits Center.

"As long as a facility can house my show properly," says Walczak, "I'm happy. I don't need statues in front or big glass windows. I need an efficient space."

McLean says that viewpoint "is not unusual" for a manager. "I believe the competition among cities will begin to focus on the excitement and architectural quality of their centers because most of the centers are now efficient."

Noting that this has already happened in the office and hotel industries, McLean says, "Functionality and fine architecture are not in conflict, and I think good architecture adds to the quality of the delegate's experience."

FROM THE OUTSIDE IN

There's no manager-architect discord on one thing: Good design starts at the door.

"Good loading docks are imperative," says Walczak. "I need to be able to drive 60 vehicles—some [of them] very long limousines—into a building. I also need to accommodate 10 to 12 unloading trucks at the same time."

McLean concurs on the subject of access: "The most important thing in designing a center is that truck service must be on the same level as the exhibit floor. You just can't have movement on mechanical lifts. That could put you out of business.

"You also need at least one drive onto the floor that can handle a tractor-trailer."

The architect is also emphatic about extensive loading docks: "We try to have docks run the entire length of the show floor, so that when two or more shows are running simultaneously we can have access to any or all of them without disturbing the others."

Another absolute from both architectural and operational points of view is that columns are a "no-no." Says Walczak, "When we swing open our limousine doors, we need space. In the old days, you had a column every 20 to 30 feet because they were supporting a building. Today, columns are rare."

Walczak also prefers single-level centers. "We must carry large items," he explains, "and it would be extremely unwieldy if we had to use elevators."

Another problem with multi-level centers, says Walczak, is that "people get lost at a show," and after walking through one floor, they think they've seen it all.

On the other hand, McLean notes that, while a one-level center might be easier and more economical to run, "it takes up a great deal of real estate in an urban environment, and that's a problem." McLean says of the multi-level plan: "We won't stack exhibition space if at all possible, and we try to put meeting rooms on upper floors."

Both architect and manager believe ceilings should be luxuriously high. Says Walczak, "I need at least 20 feet," and McLean aims higher than that: "Exhibit floor ceilings should never be less than 30 feet high. Meeting room ceilings can vary according to need."

Since many centers have had to expand as demand for space has grown, some now include two or even—as at McCormick Place—three buildings. Walczak discerns no problem with separate halls, "so long as there's an easy flow between buildings and not much distance."

McLean says, however, that many older centers did not anticipate expansion. This, he says, is a crucial consideration for centers being built today because poorly designed additions can detract from a center's operation.

"Show managers sometimes don't like two buildings," says McLean, "because all the exhibitors want to be in the new building. When we do an expansion, we try to make the total as much of a single unit as possible. We try to make the passageway an exhibit space so it's all continuous."

Design also should make running simultaneous shows easier. Explains McLean, "We lay out a center so you can have two, three or four shows at the same time. We do that by placing halls side by side and slicing them up, depending on their respective sizes. Each show then actually has its own mini-hall.

"Each mini-hall," McLean continues, "has a main passageway for the public that will take people to the show, to meeting rooms and to food service."

Walczak, unconcerned with the big picture of multi-show planning, simply wants ease of movement in his own show. Therefore, he takes much of the responsibility for exhibit layout.

McLean says that, to anticipate the exhibitors' needs during an actual event, "we will do model shows using the basic 10'x10' booth and 10-foot aisle, but allowing the flexibility of widening aisles for specific requirements. Also, utilities are placed so aisles can run north-south or east-west."

For the most part, inadequate utilities are problems of the past, according to the designer and show manager. Recalls Walczak, "In the old days you had outlets in columns or even in the ceilings and

there were wires everywhere. The new centers have electricity, drainage and gas that's efficient and out of the way."

MAKING IT HABITABLE

Other center features—food stands and restrooms, for instance—have to be located in out-of-the-way places, yet easily accessible to the crowds.

Walczak prefers that eating places be scattered throughout a center, including "a couple of counters for quick snacks and one sitdown place."

In line with that, McLean says, "We do scatter food service [outlets] throughout the public spaces, which is especially important when there are simultaneous events. We tend to install more fast food than sitdown facilities."

The newly built centers show that there's been no skimping on the bathrooms either. Says McLean, "We do place many bathrooms throughout a center. We also make them flexible so if it's a predominantly female group we can move some walls and expand the facilities for women."

Other comfort elements in center design involve improved lighting and soundproofing. Walczak says the days of the dim watt bulb are blessedly past.

Fluorescent light is best in the exhibit areas, says McLean, while a combination of fluorescent and incandescent is best in meeting rooms because the latter can help produce the best atmosphere through raised or lowered light levels.

And, while noise is perfectly acceptable on the trade show floor, no one wants the racket to spill over into meeting rooms. Says Walczak, "While we do like the new trend that has made meeting rooms an integral part of convention centers, we don't want a meeting right next to the exhibit hall because of noise. And there shouldn't be any noise between meeting rooms either. There's nothing worse than trying to hold a serious seminar while there's loud laughter next door."

McLean sums it up this way: "We will never put incompatible functions side by side."

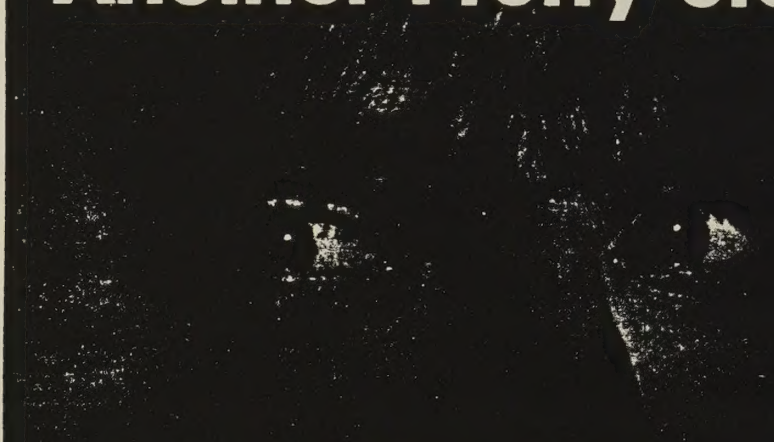
Curiously, the two professionals take different stands on a subject extrinsic to the center itself: parking. Says Walczak, "There's never enough; we have people who come in for the day and just want to pull in, see the show and go home."

McLean says: "What we've found is that a city builds a center to bring people in to spend money. If that's the strategy, you want people coming in by air and staying in hotels. They then walk or use public transportation."

Our final crucial consideration for center design is its flexibility. McLean notes that a facility should be able to handle anything from a stage event to a sports competition to a banquet.

Simply stated, the building must make exhibitions easy for everyone: for managers like Bob Walczak, for the convention center staff and for their clients, the show attendees. ■

More Than Just Another Pretty State



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Competing with Toronto

by Tommi Lloyd

Just over two years ago, Canada's largest convention center opened in the heart of downtown Toronto. The Metro Toronto Convention Centre is a $77-million dollar creation that has provided a substantial boost to the city's meetings and convention business, especially at the international level. Add to that the numerous other facilities available throughout the city and you have one of Ontario's most popular meeting places.

Still, there are several major cities competing for convention business throughout the province, and each city's visitor and convention bureau is dedicated to increasing the number of visitors it hosts annually. For some, it is not a matter of competing with Toronto, but rather developing, retaining and expanding individual markets.

Until recently, the Hamilton-Wentworth Visitors and Convention Bureau had little, if any, competitive edge in the convention market. The bureau's budget is small, ($500,000 for 1986) and a convention staff of two—a manager and a sales person—cannot adequately service a region with a population of 450,000.

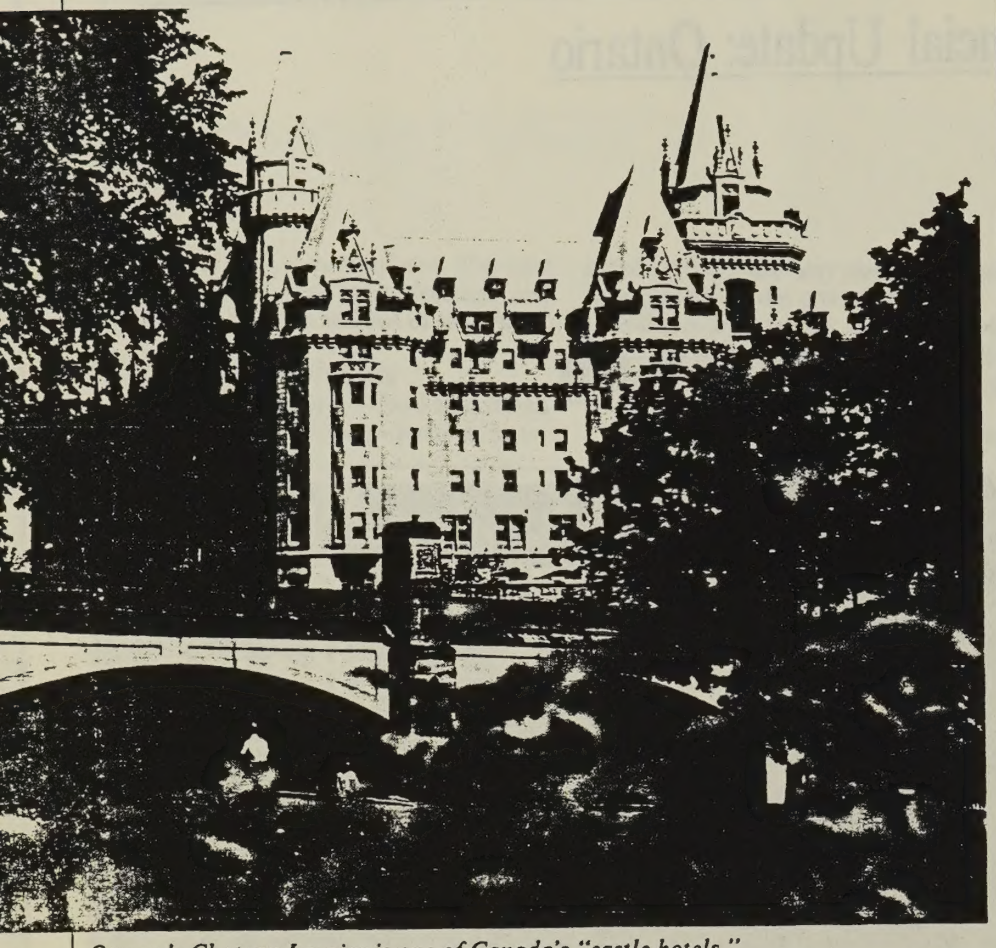
But that is changing.

A manager, sales person and secretary will be added to the convention staff this year, and a tourism officer and tourism co-ordinator will help improve visitor services.

"We don't intend to reinvent the wheel," explains Gabe Macaluso, convention manager for the bureau,"the additonal staff will merely help us meet necessary standards."

Insufficient staff is only one problem the bureau has encountered while trying to increase convention business. Until October 1985, when the 303-room Sheraton opened, Hamilton-Wentworth did not have a hotel large enough to host a major

The opening of a new convention centre helped boost Toronto's ability to handle international conventions. It may also have given other cities in Ontario more of a chance to compete for smaller events.



Ottawa's Chateau Laurier is one of Canada's "castle hotels."

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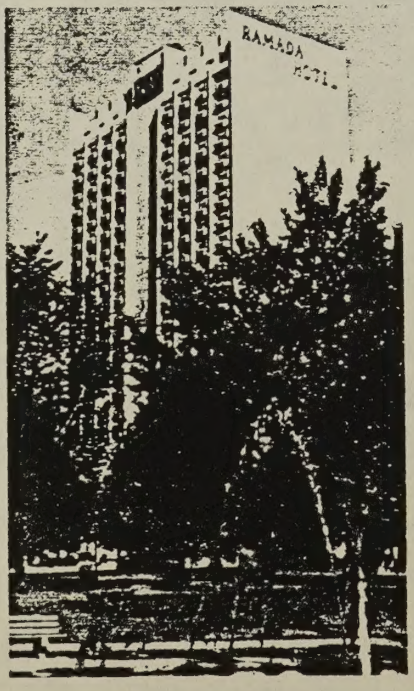

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convention. This hotel will allow the bureau to tap new markets.

The opening of Copps Collesium, Canada's largest indoor arena, in November 1985, has also lured new clients to the city. With a seating capacity of 18,600, the bureau is improving its sporting event and political convention markets. It was this facility, coupled with the Sheraton, that convinced the Junior World Hockey

Ontario's major contenders are optimistic

Association to host its 1986 championship in Hamilton-Wentworth last January.

Other scheduled sporting events include participation in the 1994 Commonwealth Games.

For those who still think of Hamilton as the "steel city", a $500-million urban renewal program is now complete and has helped eliminate the outdated title.

And yet the image has had its advantages. The steel industry employs between 20,000 and 30,000 residents, and a good deal of industrial-oriented business has been generated as a result.

Another source of convention business comes from McMaster University. A well-respected facility, it hosts and participates in medical and educational meetings throughout the year.

"We doubled our convention business in 1986, and it is possible that we may double that figure in '87," Macaluso reports. "People are looking to smaller cities like Hamilton, Kitchener and London for convention space. Large cities like Toronto, who could at one time rely on repeat business every three to four years, realize that is no longer the case. The competition is building."

The London Convention Bureau readily admits that they are not in a position to compete with Toronto's size, airport facilities or entertainment networks. But when it comes to provincial and national associations, a smaller, more reasonably priced city, is often the ideal spot for a convention.

"Of course most of our business comes from Londoners," says Betty Hale, the London Convention Bureau's convention co-ordinator. "Toronto attracts large groups—national or international organizations, but we aim for local business."

The bureau organizes tours of hotels and convention facilities, informing local businesses of how the bureau can help them prepare a bid and organize a convention. This November a new, 100-page convention guide will be published listing all available hotel and meeting facilities.

The bureau's goal in the coming months is to try and attract more U.S.

business, especially from Michigan and Ohio. Working with the Canadian consulates in each city, company and organization profiles are compiled, and if London can accomodate their needs, promotional information is forwarded to the potential client. An annual marketplace is also held in each city so that representatives can see first-hand what London has to offer.

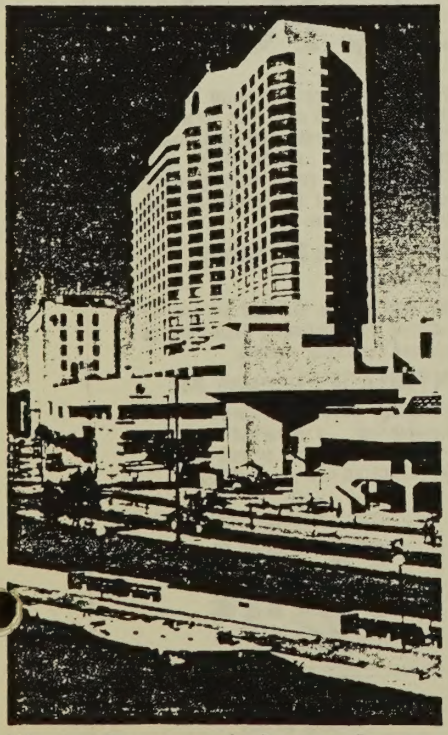
Western University attracts a large number of academic conventions each year, and the recent opening of the Robart's Medical Research Centre promises to attract medical professionals worldwide.

More than 200 conventions have been held in London this year, with delegates totaling more than 50,000. The largest crowd the city can accomodate under one roof is at the Holiday Inn, where 1,000 people can eat, sleep and meet comfortably. Larger groups are welcome, but accomodation is divided between two or more hotels, and meetings may take place at a separate location.

In Ottawa, Canada's Capital Visitors and Convention Bureau operates differently from both London and Hamilton. A bigger city, with facilities that rival those of Toronto, the bureau operates on a membership basis. Only members of the bureau receive services and promotion. To date, there are 600-620 members.

"You need a strong base to run a bureau on a membership basis," says convention manager April Taylor, "but in so doing, the bureau can offer a wider variety of services to clients. I think we are also in a better position to respond to people's needs, because we have constant input from our members."

One of the big incentives offered to members ia a confidential convention calandar, published twice a year, which lists all confirmed conventions for the following 18 months. With this information, members are able to solicit business from potential clients well in advance.



Westin Ottawa and Ottawa Congress Centre.

Until the Sheraton opened in 1985, Hamilton didn't have enough hotel rooms.

The bureau's budget for 1986 is $1.6 million, with $450,000 of that going towards conventions. The bulk of funding still comes from the municipal government, but membership fees boost that total.

Final statistics for 1986 conventions are not yet available, but Taylor predicts the total will be on par with 1985, during which 480 conventions were hosted.

"The majority of our business comes from Canada," explains April, "so we are currently working on increasing business

Ottawa's "Capital" status helps attract groups.

in the U.S." The bureau has an office in Washington D.C., and one full time employee working there. Their other major U.S. market is Chicago and in November they will be holding their first marketplace in that city.

Members are welcome to participate in several destination promotions in other cities each year. There they can meet with association planners and promote their particular service. As well, potential clients are invited to visit Ottawa each year to become familiar with the city and its facilities. Because most flights to Ottawa transit through Toronto or Montreal, Taylor says the bureau has to work harder to attract international business.

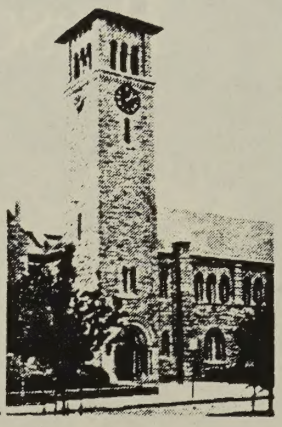
The city does have its advantages: the fact it is the of capital of Canada is one. Associations based in capital cities tend to establish affiliates in other capital cities, as is the case with Washington.

World-renowned medical institutes are located in both Chicago and Ottawa, hence another connection is establihed.

Toronto may play host to the largest conventions in the province, but the major contenders seem optimistic about their current status and the potential for growth. As their facilities and services improve, so do their chances of controlling a larger share of the convention business in Ontario.

Conference Facilities in an

Exceptional Location



Queen's University offers two special options to conference planners: Modern meeting rooms and comfortable residences and dining rooms are available from May to early September. These on-campus academic facilities are ideal for meetings from small professional seminars to plenary sessions of 3,000 delegates.

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Attachment 5.1

Copps Coliseum Committee Tenth Report

Note: Item #1 Revisions to Chilled Water Piping, Awarding of Tender was approved by the Audit & Finance Committee

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

REPORT TO THE HECFI BOARD OF DIRECTORS FROM THE COPPS COLISEUM COMMITTEE MEETING OF JANUARY 12, 1987

1987 January 16

The Copps Coliseum Committee presents its **TENTH** Report and respectfully recommends the following:

1. Central Utilities Plant - Revisions to Chilled Water Piping, Award of Contract

That the quotation received from J. J. Elliott Mechanical Ltd., in the total amount of $18,193.00 including all taxes, for the supply and installation of modifications to the chilled water piping system at the Central Utilities Plant be accepted, and that the Audit and Finance Committee recommend the method of financing.

NOTE (i) : Lowest acceptable quotation received.

NOTE (ii): Documentation is attached.

The following are for information only:

1. Exterior Electronic Signage

That the report entitled Exterior Electronic Signage, as submitted by the Director of Copps Coliseum, be received for information.

NOTE: Documentation is attached.

2. Status Report on Confirmed Events at Copps Coliseum - January to April 1987

That the Status Report on Confirmed Events at Copps Coliseum - January to April 1987, as submitted by the Director of Marketing, be received for information.

NOTE: Documentation is attached.

Continued /2 ...

3. Consolidated Unaudited Operating Results for Copps Coliseum for the Eleven Month Period Ended November 30, 1986

That the Consolidated Unaudited Operating Results for Copps Coliseum for the Eleven Month Period Ended November 30, 1987, be received for information.

4. Unaudited Operating Results for the Central Utilities Plant for the Eleven Month Period Ended November 30, 1986

That the Unaudited Operating Results for the Central Utilities Plant for the Eleven Month Period Ended November 30, 1986, be received for information.

5. Copps Coliseum - Roof Identification

That the Director of Copps Coliseum make a recommendation to the HECFI Board of Directors on the merit of the roof identification, once he secures a detailed cost proposal from the manufacturers of the roof material.

NOTE: Documentation is attached.

6. Report by the Director of Copps Coliseum

That the report as submitted by the Director of Copps Coliseum, be received for information.

NOTE: Documentation is attached.

7. Use of Copps Coliseum by Minor Hockey Association

The Director of Copps Coliseum advised that a motion was approved by the Copps Coliseum Committee at its meeting held April 8, 1986, to set aside one free day a year for minor hockey championships. The Director of Copps Coliseum believes that the one day should be extended to three or four days. The committee suggested that the Director of Copps Coliseum contact the Culture and Recreation Department for them to determine what day(s) and time(s) they require for this event to take place.

8. Handicapped Patrons

Alderman Gallagher advised the committee that those handicapped patrons in wheelchairs visiting Copps Coliseum cannot reach the condiments for hot dogs, as the tables are

Continued /3 ...

8. Handicapped Patrons Cont'd.

too high. The Director of Copps Coliseum advised that he will contact Volume Services about this concern.

9. Beer Sales

Alderman Gallagher inquired as to why beer is not being sold at Copps Coliseum during events. The Director of Copps Coliseum advised that although Copps Coliseum has been granted a liquor licence, Volume Services are meeting on January 19th, 1987, to ensure that all details with the L.C.B.O. have been met.

10. Update on the Arena Floor Status

The Managing Director/CEO asked that the Director of Copps Coliseum prepare an update on the arena floor status for the next meeting of the HECFI Board of Directors to be held January 23, 1987.

11. Use of Private Boxes

The Managing Director/CEO advised the committee that Team Canada requested use of one private box for the Team Canada vs USSR National Team hockey game held January 5, 1987. He further advised that two members of City Council and their guests also used that private box which caused the box to become congested during the game. The Managing Director/CEO asked for clarification on the use of the private boxes. The Secretary was directed to place this item on the agenda of the next Copps Coliseum Committee meeting.

12. Date of Next Meeting

The Chairman advised that the new standing date of the Copps Coliseum Committee will be the fourth Wednesday of each month at 11:00 a.m. The next meeting of the Copps Coliseum Committee will be held January 28, 1987 at 11:00 a.m.

Respectfully submitted,

T. Murray

Alderman T. Murray, Chairman

Leslee Stewart

Leslee Stewart, Secretary

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

MEMORANDUM

FOR ACTION: [X] **FOR INFORMATION:** [ ]

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary
Audit and Finance Committee, Attn. Mrs. J. Mills, Secretary

COPIES TO: Mr. B. K. Conacher
Mr. J. Leuser

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1987 January 7

SUBJECT: CENTRAL UTILITIES PLANT - Revisions to Chilled Water Piping, Award of Contract.

RECOMMENDATION:

That 1) The quotation received from J. J. Elliott Mechanical Ltd., in the total amount of $18,193.00 including all taxes, for the supply and installation of modifications to the chilled water piping system at the Central Utilities Plant be accepted.

2) The Audit and Finance Committee recommend the method of financing.

NOTE: Lowest acceptable quotation received.

BACKGROUND:

In response to a Request for Quotations issued by the Director of Purchasing, 1986 November 27, seven (7) quotations were received for the supply and installation of chilled water piping modifications at the Central Utilities Plant (see attached spread sheet dated 1986 December 12).

The quotation by Superior Boiler Works & Welding Ltd. in the total amount of $7,263.00 was the lowest submitted with the next lowest bidder being J. J. Elliott Mechanical Ltd. at $18,193.00. Because of the large difference in total cost, ie. $10,930.00 between these two quotations, Superior Boiler Works & Welding Ltd. was asked to review their submitted quotation. After discussion with Mr. B. Desnoyers, Chief Engineer, C.U.P. it was revealed that Superior Boiler had misinterpreted the specification and could not perform the work as specified for the cost which was submitted. In light of this development, it was decided that the quotation submitted by Superior Boiler would be declared void and the next lowest quotation, ie. J. J. Elliott Mechanical Ltd. would be accepted.

The work proposed and as described in the specification, invoices modifications to the chilled water piping system so as to permit sequential operation of the three air conditioning chillers. At present, it is necessary to shut down the smallest chiller prior to starting a larger chiller which results in a delay of chilled water production and poor utilization of cooling generation. The proposed piping modifications will allow immediate start up of chillers as required to meet cooling load demand.

It should be noted that Capital Account No. 0408-K52762 has been established for this project.

Respectfully submitted,

John T. Crane
Director
Copps Coliseum

attchm.

CHILLED WATER PIPING MODIFICATIONS (ALL TAXES INCLUDED)

Superior Boiler	$ 7,263.00
J. J. Elliott	$18,193.00
Comstock	$19,377.00
Nicholls-Radtke	$21,966.00
S. N. Agnew	$26,606.00
Bennett Mechanical	$28,334.00
Marcotte	$28,500.00

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

MEMORANDUM

FOR ACTION: [ ] **FOR INFORMATION:** [X]

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary

COPIES TO: Mr. B. K. Conacher

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1987 January 7

SUBJECT: COPPS COLISEUM - Exterior Electronic Signage

RECOMMENDATION:

For information only.

BACKGROUND:

Further to my previous report to the Committee dated 1986 November 19 regarding the status of the exterior electronic signage for Copps Coliseum. I am pleased to provide the following information;

On 1986 November 16, a mock-up sign with the approximate dimensions of that proposed for the corner of Bay Street and York boulevard was erected. With this sign in place, sight lines were checked along Bay Street and York Boulevard. It was discovered that the sign faces were not visible without obstructions for the two most important directions, ie. travelling north along Bay Street and east along York Boulevard.

Pedestrian traffic travelling west along York Boulevard had clear sight lines, however, this direction of travel produces the least in terms of actual volume. After consideration of the above, it was concluded that the placement of a three-sided electronic sign at the corner of Bay Street and York Boulevard would not be suitable for the purposes intended and that other alternatives should be investigated.

A survey of the building exterior was conducted by myself, Mr. B. Conacher and Mr. B. Calder. After considerable thought and discussion it was concluded that single faced electronic signs, either free standing or affixed directly to the exterior cladding, erected at each corner of the building would be the most desirable in terms of actual visibility and ability to convey messages. The following locations, in order of importance are;

1. North west corner directed towards vehicular traffic along York Boulevard - although visual obstructions exist, ie. traffic signals, utility poles, etc. this corner has the most exposure to vehicular traffic, ie. travelling east along York Boulevard. Preferably this sign would be single sided mounted on a pylon.

2. South west corner directed towards vehicular and pedestrian traffic along Bay Street - during events, this corner handles the maximum pedestrian flow. Also a sign in this area would highlight the entrance to the box office.

3. South east corner plaza level - intended solely for pedestrians, this sign would be visible from the plaza area of Jackson Square, as well as being visible to patrons of the Sheraton Hotel and adjacent office towers.

4. North east corner directed towards pedestrian traffic travelling west along York Boulevard - an electronic sign in this location could be used to identify the east concourse entrance as well as being visible to pedestrians east of Copps Coliseum.

Continued /3 ...

BACKGROUND: (Continued)

This network of exterior electronic signs could be operated from one central computerized controller. The presently approved budget for the electronic signage would dictate size and quantity of signs.

I believe it would be much more advantageous to install a network of electronic signs rather than installing one three-sided sign at the corner of Bay Street and York Boulevard. My investigations have shown that a three-sided sign at York and Bay will not be visible to pedestrian and vehicular traffic as initially thought.

With the above information in hand, a meeting was held on 1986 December 5 with representatives from Steel Art Signs Ltd. and Burton Kramer & Associates. After reviewing my investigations regarding visibility and positioning of a network of signs, it was agreed that Steel Art Signs Ltd. would conduct their own survey and prepare a report recommending signage locations and dimensions. I am, as of the date of this report, awaiting this information. In addition it should be noted that Steel Art Signs are presently installing an electronic identification sign at the O'Keefe Centre in Toronto. Steel Art project that this installation will be completed by the end of January 1987 at which time it is my intention to view this installation and subsequently report to this Committee my observations.

Respectfully submitted,

John T. Crane
Director
Copps Coliseum

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

REPORT TO COPPS COLISEUM COMMITTEE

REPORT TO : Copps Coliseum Committee

FROM : Fred Bogden,
Director of Marketing, HECFI

DATE : January 6, 1987

RE : **Status Report on Confirmed Events at Copps Coliseum - January to April 1987**

January 1987

7 Confirmed Events:

1. Steelhawks Regular Season Games
   - January 1st, 4th, 8th, 11th, 15th and 18th

2. "Team Canada vs USSR National Team" hockey

February 1987

8 Confirmed Events:

1. Steelhawks Regular Season Games
   - February 5th, 8th, 19th, 22nd and 26th

2. "The Return of The Battle of The Monster Trucks"
   Truck and Tractor Pull

3. "City of Hamilton Winterfest" Public Skate/Dance

4. "1987 Hamilton Spectator Indoor Games"
   Track and Field Meet

March 1987

4 Confirmed Events:

1. Steelhawks Regular Season Games
   - March 1st, 12th and 15th

2. "NHL Oldtimers Hockey Game"

April 1987

Ø Confirmed Events

FB:mgm

Fred Bogden,
Director of Marketing.

cc: Mr. B. K. Conacher, Managing Director/Chief Executive Officer, HECFI
Mr. J. Crane, Director, Copps Coliseum

Copps Coliseum
Victor K. Copps Trade Centre/Arena

CONFIRMED EVENTS AS OF JAN. 6TH, 1987

MONTH OF JANUARY YEAR '87

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1 STEELHAWKS VS. SUDBURY 7:30 pm	2	3
4 STEELHAWKS VS GUELPH 7:00 pm	5 "TEAM CANADA VS. USSR NAT'L TEAM" 7:30 pm	6	7	8 STEELHAWKS VS. S.S.M. 7:30 pm	9	10
11 STEELHAWKS VS KITCHENER 7:00 pm	12	13	14	15 STEELHAWKS VS. LONDON 7:30 pm	16	17
18 STEELHAWKS VS. SUDBURY 7:00 pm	19	20	21	22	23	24
25	26	27	28	29	30	31

Copps Coliseum
Victor K Copps Trade Centre/Arena

CONFIRMED EVENTS AS OF JAN. 6TH, 1987

MONTH OF FEBRUARY YEAR '87

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1 " CITY OF HAMILTON WINTERFEST "	2	3	4	5 STEELHAWKS VS GUELPH 7:30 pm	6 HOLD	7 " THE RETURN OF THE BATTLE OF THE MONSTER TRUCKS " 7:30 pm
8 STEELHAWKS VS SUDBURY 7:00pm	9	10	11	12 1987 HAM. SPECTATOR INDOOR GAMES MOVE-IN	13 1987 HAM. SPECTATOR INDOOR GAMES 7:15 pm	14
15 HOLD	16	17	18	19 STEELHAWKS VS. S.S.M. 7:30 pm	20	21 HOLD
22 STEELHAWKS VS GUELPH 7:00 pm	23	24	25	26 STEELHAWKS VS. NORTH BAY 7:30 pm	27	28

Copps Coliseum
Victor K Copps Trade Centre/Arena

CONFIRMED EVENTS AS OF JAN. 6TH, 1987

MONTH OF MARCH YEAR '87

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1 STEELHAWKS VS LONDON 7:00pm	2	3 "NHL OLDTIMERS HOCKEY GAME"	4	5	6	7
8	9 HOLD	10 HOLD	11 HOLD	12 STEELHAWKS VS. S.S.M. 7:30 pm	13 HOLD	14 HOLD
15 STEELHAWKS VS. WINDSOR 7:00pm	16 HOLD	17 HOLD	18 HOLD	19 HOLD	20 HOLD	21 HOLD
22 HOLD	23	24	25 HOLD	26	27 HOLD	28
29 HOLD	30	31				

Copps Coliseum
Victor K Copps Trade Centre/Arena

CONFIRMED EVENTS AS OF JAN. 6TH, 1987

MONTH OF APRIL YEAR '87

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4 HOLD
5	6 HOLD	7	8 HOLD	9 HOLD	10 HOLD	11 HOLD
12 HOLD	13	14	15	16	17	18 HOLD
19	20	21	22	23	24	25
26	27	28 HOLD	29	30		

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 [illegible]
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

MEMORANDUM

FOR ACTION: ☐ **FOR INFORMATION:** ☒ X

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary

COPIES TO: Mr. B. K. Conacher

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1987 January 7

SUBJECT: COPPS COLISEUM - High Roof Identification

RECOMMENDATION:

For information only.

BACKGROUND:

At its meeting on 1986 August 21, the Executive Committee agreed to request the comments of HECFI with regard to the placing of the name "Copps Coliseum" on the roof of the arena facility in order that same could be easily identified from the air.

The City Architect was requested to provide to the Executive Committee a report as to the method of carrying out this project as well as an estimated cost of same.

On 1986 November 19, Mr. B. Calder of my staff met with Mr. L. Viegener of Sarnafill Canada Ltd., the manufacturers of the roof membrane material to discuss the methods available to achieve this identification. Two methods were proposed by Mr. Viegener which are as follows;

1. Painting - this could be achieved by applying a specially formulated paint which is compatible with the membrane material. Although this method would be inexpensive in terms of initial costs, there would be an ongoing yearly cost required to upkeep the painted surface. As well, the existing roof membrane would have to be thoroughly cleaned prior to the paint application. A cost estimate for this work could not be provided by Sarnafill since they could not undertake this work other than supplying the paint material.

2. Application of Coloured Sarnafill Membrane - an additional layer of roof membrane in the form and configuration of "Copps Coliseum" could be directly applied to the roof surface. Again, the existing roof membrane would require a thorough cleaning prior to application. The Sarnafill product in the orange colour required is only available when ordered in a large quantity, ie. it is not a standard colour, hence a considerable cost would be incurred to achieve this result. This method would not require ongoing maintenance but would be considerably more expensive than painting.

Mr. Viegener advised that he would prepare a detailed cost proposal for the above method 2 and provide this information to the City Architect.

As of the date of this report, Mr. Viegener has not provided this information to Mr. Freeman.

Respectfully submitted,

John T. Crane
Director
Copps Coliseum

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

1987 January 7

REPORT BY THE DIRECTOR OF COPPS COLISEUM

The Director of Copps Coliseum and his staff wish Members of the Copps Coliseum Committee and Hamilton Entertainment and Convention Facilities Board of Directors a happy and most joyous New Year.

6.1 Events

There were several major events at Copps Coliseum during the month of December 1986 and the first week of January 1987. They are as follows;

6.1.1 Stars On Ice

On December 6, 1986 Stars On Ice performed to an audience of approximately 3,000 people. The show presented such stars as Toller Cranston and Dorothy Hammil, the former World Figure Skating Champion. However, it appears the show was not marketed very well by the promoter and various appearances were cancelled.

6.1.2 Team Canada vs Moscow Selects

On December 12, 1986 Moscow Selects and The Canadian Olympic Team played to a sell-out crowd. The game was very exciting and the audience got their money's worth and more since Canada won the game which does not happen often when they play the Soviets.

6.1.3 W.W.F.

On Saturday, December 13, 1986 The World Wrestling Federation returned to The Coliseum and performed for an audience of approximately 13,000 excited fans. In the Main Event which featured W.W.F. Intercontinental Heavyweight Champion Randy "The Macho Man" Savage against "Rowdy" Roddy Piper, "The Macho Man" retained his title. Another exciting event was the Tag Team match between "The British Bull Dogs" and "The Magnificent Muraco" and "Cowboy" Bob Orton. "The British Bull Dogs" won the bout.

Continued /2 ...

6.1 Events Cont'd.

6.1.4 Team Canada vs USSR National Team

On January 5, 1987 the Canadian Olympic Team and the Russian Olympic Team played to an audience of approximately 13,500 people. Both teams had just returned from the Calgary Cup where the Soviets lost the gold medal to Czechoslovakia and Canada won the Bronze medal by beating the USA team by a score of six to three. The game itself was not very exciting in that the Soviets dominated in all aspects of the game and won nine to three. However, the great individual talent and teamwork of the Soviet team is really something to watch and our young Canadian Team will certainly benefit by competing with them. Maybe the Canadian team will get it together and win the Gold medal at the 1988 Olympic Games.

6.1.5 Hamilton Steelhawks Hockey Club

In between the major events, the Steelhawks Hockey Club has been playing very exciting hockey. On December 23, 1986 the Steelhawks had approximately 8,000 Hamilton fans out to see their game against the Guelph Platers. This great attendance was as a result of a promotion with McDonald's and C.H.M.L. The Steelhawks Management is doing a great job this season in promoting the hockey club and ensuring that the hockey club plays an exciting brand of hockey. They are presently in second place in the O.H.L. Congratulations.

6.2 Technical

6.2.1 Honeywell Training

On December 12, 1986 Honeywell Limited conducted a two-day training course associated with the operations of Environmental Systems at Copps Coliseum and other C.U.P. facilities which would include Hamilton Place and the Convention Centre. All operating personnel involved with the operations of these facilities attended the course and found it to be a rewarding experience. They each received a certificate for their attendance at the conclusion of the two-day course. The Director is grateful to Mohawk College and the Hamilton Entertainment and Convention Facilities Inc. for sharing the cost of this training course. The presentation of this course boosted the confidence and morale of the staff involved and will assist them in performing their duties in a more effective and efficient manner.

6.2.2 Honeywell Computer Installation

The new D5200 Series Honeywell Computer is now installed and operating at the Central Utilities Plant. The engineering and tie-in of Hamilton Place to the system is substantially complete with final completion expected within four weeks. Once

Continued /3 ...

6.1 Technical Cont'd.

6.1.2 Honeywell Computer Installation Cont'd.

this is complete the Environment System for the three HECFI facilities will be operated and controlled from either the Central Utilities Plant or Copps Coliseum. The same will apply to all other facilities on the System such as the Art Gallery, Ontario Government Building and the City Parking Garage.

6.1.3 Private Boxes

The finishing of the Private Boxes is in progress and the Director expects completion by no later than March 30, 1987.

6.1.4 Administration Offices

The Director has just received the drawings and specifications for the Administration Office extension. We will be submitting these tendering documents for tendering purposes this week with a final completion anticipated for April 1, 1987.

6.1.5 Arena Lighting

Modifications to the arena lighting is in progress. However, due to an eight week delivery period for parts it is anticipated that the completion of this project will not take place before April 15, 1987.

6.1.6 Sound System

A contract was recently awarded for improvements to the sound system at the Coliseum and the expected completion date is April 1, 1987.

6.1.7 Seating Modifications

Seating modifications to the arena seating which will allow patrons to enter the exhibition area for food and beverage is in progress with the completion date expected to be January 30, 1987.

Respectfully submitted,

John T. Crane
Director
Copps Coliseum

C.U.P. Staff at the conclusion of the two day Honeywell Training Course. Also in the photo are officials of Honeywell, [redacted] Director of Copps Coliseum and the Plant and Building Manager.

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

1986 December 15

Chairman and Members
Copps Coliseum Committee

Dear Mr. Chairman and Members:

Re: Athletic Business Conference - Atlanta, Georgia

The Director of Copps Coliseum and The Central Utilities Plant attended the Athletic Business Conference in Atlanta, Georgia on December 3, 4 and 5, 1986.

The main purpose for attending the conference was to receive a Facilities Merit Award from the Athletic Business Conference Executive on behalf of The City of Hamilton and Hamilton Entertainment and Convention Facilities Inc. The award is presented to new facilities who achieved success from a design and construction aspect. There was also recognition for the success Copps Coliseum achieved during its first year of operation from an event and box office point of view.

The Director received the award at an Awards Luncheon attended by approximately 500 people. The attendees at the luncheon were facility designers, architects and engineers, facility managers, exhibitors and manufacturers of facilities equipment, and educators, etc. from all over North America. Photographs were taken of the Director receiving the award and will be placed in the next edition of the "Facility Manager" publication. Approximately 45,000 of each edition of the publication is printed and distributed to facility managers, exhibitors and educators across North America. This represents an excellent form of advertising and promotion for Copps Coliseum at home and abroad.

While in Atlanta, the Director attended sponsored Athletic Business Conference seminars on the following;

Continued /2 ...

- Marketing Your Facility
- Staffing and Scheduling - Events and Physical Plant
- Computer Application For Today's Facility Manager

The Director also visited the huge exhibit areas where designers, engineers and architects, equipment suppliers, etc. associated with the operation, maintenance and general management of facilities was on display. It was while attending this conference two years ago that a determination was made as to the types and kinds of equipment that should be purchased for Copps Coliseum such as our basketball floor, associated equipment, hockey meg nets, floor chairs and different types of flooring, etc.

I found the Conference to be very rewarding.

Respectfully submitted,

John T. Crane
Director
Copps Coliseum

JTC:ls
cc Mr. Brian K. Conacher
Managing Director/CEO
HECFI

Attachment 5.1.1

Copps Coliseum Committee Minutes of November 28, 1986

COPPS COLISEUM COMMITTEE

Friday, November 28, 1986
10:30 o'clock a.m.
Copps Coliseum Board Room

PRESENT: Alderman T. Murray, Chairman
Mr. T. Casey
Mr. W. McFarland
Alderman J. Gallagher

ALSO PRESENT: Mr. B. Conacher
Mr. J. Crane
Mr. J. Leuser
Mr. F. Bogden
Ms. L. Stewart, Secretary

REGRETS: Mr. D. Beattie, Vice-Chairman

The Chairman called the meeting to order at 11:10 a.m.

In Camera Session

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE COPPS COLISEUM COMMITTEE MEET IN CAMERA ON THE FOLLOWING ITEMS.

MOTION CARRIED.

The following motions were carried during the In Camera Session:

THAT THE IN CAMERA MINUTES OF OCTOBER 27, 1986, BE APPROVED.

THAT THE LETTERS TO THE THREE (3) SCULPTORS FROM THE CHAIRMAN AND MEMBERS OF THE COPPS COLISEUM COMMITTEE EXPLAINING THE SITUATION AND ENCLOSED WITH THE LETTER A CHEQUE IN THE AMOUNT OF $250.00, BE RECEIVED FOR INFORMATION.

THE STATUS REPORT ON TENTATIVE HOLDS AT COPPS COLISEUM - DECEMBER 1986 TO MARCH 1987, BE RECEIVED FOR INFORMATION.

THAT THE IN CAMERA SESSION BE ADJOURNED.

1. Minutes of October 27, 1986

MOVED by Mr. McFarland, seconded by Alderman Gallagher that

ON PAGE FIVE UNDER ITEM 5.3 PRIVATE BOXES - THE MINUTES BE AMENDED TO READ: THE DIRECTOR OF COPPS

COLISEUM PROCEED WITH THE FINISHING AND FURNISHING OF THE REMAINING EIGHT (8) PRIVATE BOXES AS PER THE SUBSTANTIALLY COMPLETED PRIVATE BOX 109.

MOTION CARRIED.

2. Marketing

2.1 Status Report on Confirmed Events at Copps Coliseum - December 1986 to March 1987

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THAT THE STATUS REPORT ON CONFIRMED EVENTS AT COPPS COLISEUM - DECEMBER 1986 TO MARCH 1987, AS SUBMITTED BY THE DIRECTOR OF MARKETING, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

3. Capital Requests

3.1 Copps Coliseum - Exterior Electronic Signage

The Director of Copps Coliseum advised the committee that this item is an information item and that the recommendation should originate from the City Architect and be discussed by the Executive Committee. Both the Director of Copps Coliseum and Mr. Conacher advised that they do not recommend the pilon sign as it is not totally visible from either Bay Street or York Boulevard. They both, however, agreed that perhaps we should look at erecting three (3) electronic signs on the building as an alternative. Mr. McFarland suggested that staff make a recommendation to this committee on what route to take with regard to the electronic sign.

MOVED by Mr. McFarland, seconded by Mr. Casey that

THE REPORT ENTITLED COPPS COLISEUM - EXTERIOR ELECTRONIC SIGNAGE, AS SUBMITTED BY THE DIRECTOR OF COPPS COLISEUM, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

3.2 Copps Coliseum - Preventive Maintenance Computer System, Award of Contract

MOVED by Alderman Gallagher, seconded by Mr. Casey that

THE TENDER SUBMITTED BY HONEYWELL LTD. IN THE TOTAL AMOUNT OF $18,173.00 FOR THE PROVISION OF HARDWARE AND SOFTWARE COMPONENTS OF A COMPUTERIZED PREVENTIVE

MAINTENANCE SYSTEM FOR COPPS COLISEUM AND THE CENTRAL UTILITIES PLANT BE ACCEPTED, AND THAT THE AUDIT AND FINANCE COMMITTEE RECOMMEND THE METHOD OF FINANCING.

MOTION CARRIED.

The Director of Copps Coliseum advised the committee that the monies are in the budget for this expenditure, however, the Audit and Finance Committee will recommend the method of financing.

3.3 Copps Coliseum - Automated Security System, Award of Contract

Alderman Gallagher suggested that the security system proposed could be extended to filming those vandalizing the building from the outside so that criminal charges may be laid against those damaging the facility. The Director of Copps Coliseum advised the committee that the vandalism has been reduced by approximately 70% with the commencement of night patrols. He further added that bright lights will be installed outside the building to further reduce vandalism.

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE TENDER SUBMITTED BY ADT SECURITY SYSTEMS IN THE TOTAL AMOUNT OF $12,100.00 FOR THE SUPPLY AND INSTALLATION OF AN AUTOMATED SECURITY SYSTEM FOR COPPS COLISEUM BE ACCEPTED, AND THAT THE TENDER SUBMITTED BY HILL'S VIDEO CENTRE IN THE TOTAL AMOUNT OF $15,303.05 FOR THE SUPPLY AND INSTALLATION OF A CAMERA SURVEILLANCE SYSTEM FOR COPPS COLISEUM BE ACCEPTED, AND THAT AN AMOUNT OF $4,720.00 BE DEDICATED FOR THE SUPPLY AND INSTALLATION OF CONDUIT NECESSARY FOR THE ABOVE INSTALLATIONS WITH THIS WORK TO BE COORDINATED BY THE CHIEF ELECTRICIAN, COPPS COLISEUM, AND THAT THE AUDIT AND FINANCE COMMITTEE RECOMMEND THE METHOD OF FINANCING.

MOTION CARRIED.

4. New Business

4.1 Copps Coliseum Plaque

The Director of Copps Coliseum advised the committee that he believes the decision involving the names on the plaque should be made by this committee, and not a management decision. Following discussion, the committee agreed that the plaque should contain the names of those serving on City Council 1983 - 1985, those serving on the Construction Committee and those serving on the Hamilton Entertainment and Convention Facilities Inc. Interim Board 1985 which coincides with the official opening of the facility 1985 November 30. It was also agreed by the committee that

a second plaque be erected with the names of those serving on the first official HECFI Board of Directors.

MOVED by Mr. Casey, seconded by Mr. McFarland that

THE COPPS COLISEUM COMMITTEE RECEIVE THE OUTLINE OF A PROPOSED PLAQUE DISPLAYING THE NAMES OF THE MAYOR AND MEMBERS OF CITY COUNCIL ALONG WITH THE CHAIRMAN AND MEMBERS OF THE HECFI BOARD OF DIRECTORS WHO WERE SERVING AS OF NOVEMBER 30, 1985, WHEN COPPS COLISEUM WAS OFFICIALLY OPENED, AND THAT SUBJECT TO THE APPROVAL OF THE COMMITTEE WITH REGARD TO THE FORMAT AND THE NAMES LISTED THEREON, THE DIRECTOR OF COPPS COLISEUM BE INSTRUCTED TO PROCEED AND ARRANGE TO HAVE THE PLAQUE CONSTRUCTED AND INSTALLED, BE APPROVED.

MOTION CARRIED.

MOVED by Mr. Casey, seconded by Mr. McFarland that

THE FIRST OFFICIAL HECFI BOARD OF DIRECTORS BE RECOGNIZED BY ERECTING A PLAQUE IN THEIR HONOUR.

MOTION CARRIED.

4.2 Consolidated Unaudited Operating Results for Copps Coliseum for the Ten Month Period Ended October 31, 1986

The Director of Finance and Administration advised the committee that originally the budget was based on more activity in October than what was held in reality. He further advised that by the end of the year he anticipates Copps Coliseum will still maintain a deficit.

MOVED by Mr. McFarland, seconded by Alderman Gallagher that

THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR COPPS COLISEUM FOR THE TEN MONTH PERIOD ENDED OCTOBER 31, 1986, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

4.3 Unaudited Operating Results For The Central Utilities Plant For the Ten Month Period Ended October 31, 1986

The Director of Finance and Administration advised the committee that he does not anticipate a deficit for The Central Utilities Plant by the end of the year.

MOVED by Alderman Gallagher, seconded by Mr. Casey

that

THE UNAUDITED OPERATING RESULTS FOR THE CENTRAL UTILITIES PLANT FOR THE TEN MONTH PERIOD ENDED OCTOBER 31, 1986, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

4.4 Winterfest Request

Alderman Gallagher advised the committee that a public skate will "kick off" the Winterfest celebrations on February 1, 1987. Mr. Conacher advised that there is a "hold on" February 1, 1987 for a possible event. Following discussion, it was

MOVED by Mr. McFarland, seconded by Mr. Casey that

THE WINTERFEST BE DESIGNATED AS A "SPECIAL EVENT" AND BE PERMITTED TO LICENCE THE USE OF COPPS COLISEUM FOR THE EVENT ON EITHER JANUARY 31, 1987 OR FEBRUARY 1, 1987 UNDER THE FOLLOWING TERMS AND CONDITIONS:

- **A FLAT BASIC BUILDING FEE OF $6,000.00 FOR THE EVENT DAY (EITHER JANUARY 31, 1987 OR FEBRUARY 1, 1987).**

- **ALL NORMAL EVENT STAFF AND EVENT SHEET CHARGES UP TO A MAXIMUM OF $2,500.00, PROVIDED HOWEVER, THAT IT IS UNDERSTOOD THAT IF THE LICENCEE REQUIRES "SPECIAL" LIGHTING, ADDITIONAL SOUND EQUIPMENT, DECORATIONS, SPECIAL EFFECT EQUIPMENT, SPECIAL FLOORING, ETC. THAT THE COST MAY EXCEED $2,500.00.**

  FURTHER, COPPS COLISEUM WILL MAKE EVERY REASONABLE EFFORT TO HELP KEEP SUCH COSTS TO A REASONABLE MINIMUM.

- **THE ABOVE TERMS AND CONDITIONS ARE TO BE INCLUDED AS PART OF THE COPPS COLISEUM STANDARD LICENCE AGREEMENT.**

- **THAT NO ADMISSION FEE BE CHARGED FOR THE WINTERFEST EVENT AT COPPS COLISEUM TO AVOID THE NECESSARY TICKET SELLING COMMISSION AND POSSIBLE COMPLICATIONS WITH BASS' RIGHTS TO PRINT, SELL AND DISTRIBUTE ALL TICKETS TO EVENTS IN COPPS COLISEUM.**

MOTION CARRIED.

Alderman Gallagher further inquired if Winterfest could claim part of the monies taken in by the Concessions. Mr. Conacher advised that he is personally against this practice as it will open the door to setting a precedent. It was mentioned that Copps Coliseum at present receives no monies from souvenirs sold.

5. Report By The Director of Copps Coliseum

The Chairman complimented the Director on the excellent and fully detailed report he submitted.

MOVED by Mr. Casey, seconded by Mr. McFarland that

THE REPORT AS SUBMITTED BY THE DIRECTOR OF COPPS COLISEUM, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

6. Other Business

6.1 Copps Coliseum First Birthday Bash

The Director of Marketing advised the committee that 1,310 tickets have been given out for the public skate. He further advised that the ceremonies will begin at 11:00 a.m. and that Mr. Norm Marshall will introduce the guest speakers.

6.2 Exclusivity

Alderman Gallagher inquired about the possibility of exclusivity. Mr. Conacher advised that there are three solutions at the moment.

1. Allow the promoter 12% or a negotiated maximum.
2. Copps Coliseum to set a protection time limit; to discourage last minute concerts.
3. Copromotion.

Mr. Conacher further mentioned that total exclusivity is not the fourth solution. He further advised that CPI does not want exclusivity.

7. Date of Next Meeting

It was suggested that the next meeting of the Copps Coliseum Committee be at the call of the Chairman.

8. Adjournment

MOVED by Mr. McFarland, seconded by Mr. Casey that

THE MEETING ADJOURN AT 11:50 p.m.

MOTION CARRIED.

Taken as read and approved,

Attachment 5.2

Hamilton Place Committee Tenth Report

HAMILTON PLACE

REPORT OF THE HAMILTON PLACE COMMITTEE

TO THE BOARD OF DIRECTORS OF
HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

The Hamilton Place Committee presents its TENTH REPORT.

The Hamilton Place Committee met on January 8, 1987 and respectfully reports/ recommends the following:

1. CANADIAN INTERNATIONAL ANIMATED FILM FESTIVAL

Information Item:

The HECFI Board recommendation to the City Executive Committee that the $19,000 due the Hamilton Place Operations Account be charged to the Special Events Subsidy Fund is on the agenda of the Executive Committee meeting on January 8th and Messrs. Conacher and Burrows will be present.

2. ONTARIO RETAIL SALES TAX

Information Item:

Although Mr. Burrows has verbally thanked the elected officials who assisted in this regard, he will, as requested, write to Dr. Richard Allen, The Honourable Lily Munro and Margaret Marland with copy to the Mayor and Messrs. Braley, Hector and Conacher.

3. SENIOR MANAGEMENT ON OTHER BOARDS

Recommendation:

THAT MR. ROBERT ELLISON CONTINUE AS A MEMBER OF THE BOARD OF THE HAMILTON AND REGION ARTS COUNCIL AND ACCEPT THE VICE-PRESIDENCY OF THAT BOARD, IF ELECTED.

Background:

Mr. Ellison has served the interests of Hamilton Place and the Arts Community as a member of the H.A.R.A.C. Board. No conflict of interest is perceived and the position is one of assisting to co-ordinate programming in the Hamilton Arts Community.

.... 2

4. I.A.T.S.E. LOCAL 129 - COLLECTIVE AGREEMENT

Information Item:

Efforts are being made by Mr. Burrows and Mr. Conacher to reach a compromise arrangement on the implementation of Clause 5.2 of the Collective Agreement regarding a bi-weekly salary schedule. Mr. Conacher has filed a written proposal with the I.A.T.S.E. President.

5. PROGRAMMING/SALES

Information Item:

The Hamilton Place presentation of LORD OF THE RINGS resulted in a $25,000 loss during the third week of December.

6. REPORT OF THE DIRECTOR OF MARKETING

Information Item:

There was no report as Mr. Bogden was absent due to illness. The Committee expressed its concern and asked the Managing Director to discuss their concerns with the Director of Marketing.

7. REPORT OF DIRECTOR OF FINANCE AND ADMINISTRATION

Mr. Leuser reported that, at the last HECFI Board meeting, charges were reversed on the November statement so that the budgetary surplus is now $2,182 and the decrease in budgetary surplus over the previous month is ($70,192). The presentation of LORD OF THE RINGS resulted in a loss of $25,000 during the month of December. The previously anticipated end of the year surplus will be non-existent and there may be a slight deficit.

Recommendation

THAT THE BOARD CONSIDER AND APPROVE THE FOLLOWING MOTION.

Moved by Mr. Cino, seconded by Dr. Bart that

$30,000 BE CREDITED TO THE NEW FACES '86 SUMMER MUSICALS ACCOUNT FROM THE RESERVE FOR INNOVATIVE PROGRAMMING.

MOTION CARRIED.

8. HAMILTON PERFORMING ARTS FOUNDATION INC.

Information Item:

Notices of Meeting and Agendas were sent to all former Directors of the Hamilton Performing Arts Corporation Inc. who remain Directors of the Hamilton Performing Arts Foundation Inc. and to all Directors of HECFI who are to become Directors of the Foundation.

.... 3

8. HAMILTON PERFORMING ARTS FOUNDATION INC. (Continued)

The necessary meetings for the re-organization of the Foundation are scheduled immediately following the Hamilton Place Committee meeting at 10:00 a.m. and 10:30 a.m. January 8, 1987.

It will be necessary to use the Hamilton Performing Arts Foundation Inc. in contracting Promotions and Co-Promotions in order to be exempt from the Ontario Retail Sales Tax on tickets. For that reason, it was suggested that those who will be Directors of the Foundation consider the following offices and officers of the Foundation with authority to sign contracts.

RECOMMENDATION:

THE HAMILTON PLACE COMMITTEE RECOMMEND THAT

OFFICERS OF THE HAMILTON PERFORMING ARTS FOUNDATION INC. INCLUDE: CHAIRMAN, VICE-CHAIRMAN, ELECTED BY THE NEW FOUNDATION BOARD - AND THAT BRIAN CONACHER BE APPOINTED CHIEF EXECUTIVE OFFICER; JOHN LEUSER BE APPOINTED TREASURER AND THAT THOMAS BURROWS BE APPOINTED AND CONTINUE AS SECRETARY.

Respectfully submitted,

DAVID M. HECTOR, Chairman

Jean Faris

JEAN FARIS, Secretary

Attachment 5.2.1

Hamilton Place Committee Minutes of November 20, 1987

HAMILTON PLACE COMMITTEE MEETING

NOVEMBER 20, 1986
4:00 P.M.
HAMILTON PLACE BOARD ROOM

PRESENT: Mr. D. Hector (Chairman)
Mr. S. Cino (Vice-Chairman)
Alderman R. Wheeler

REGRETS: Mr. T. Casey
Dr. C. Bart

ALSO PRESENT: Mr. T. Burrows
Mr. B. Conacher
Mr. J. Leuser
Mr. F. Bogden
Mr. R. Ellison
Mrs. J. Faris (Secretary)

1. CHAIRMAN'S REMARKS

The Chairman welcomed everyone present. The Secretary confirmed that the Committee members and management staff had been duly notified and the meeting was called to order.

2. MINUTES OF OCTOBER 30, 1986

2.1 Errors or Omissions

None

2.2 Motion for Approval

MOVED by Mr. Cino, seconded by Alderman Wheeler that

THE MINUTES OF OCTOBER 30, 1986 BE ACCEPTED AS CIRCULATED.

MOTION CARRIED

3. BUSINESS ARISING FROM THE MINUTES

3.1 Organ

Mr. Burrows summarized previous information reported to the Hamilton Place Committee: 1) Mr. Conacher and Mr. Burrows received a letter from the Mayor with attached correspondence with Mr. Richard Birney-Smith suggesting that the installation of a Shaw Concept Organ for Hamilton Place be considered; 2) A Shaw Organ, recommended to the Hamilton Place Commission in March of 1973 was considered and declined; 3) a Shaw Organ was recommended for Copps Coliseum, was considered and declined in favour of a suitable, less expensive organ; 4) the recommendation for installation of an organ in Hamilton Place has been reviewed by management with the assistance of professional technical staff; 5) Mr. J. J. Schatz, Secretary of the Executive Committee, City of Hamilton, has requested HECFI's recommendation (memo attached) to Mr. Richard Birney-Smith proposed to Mayor Morrow.

- The Hamilton Place Committee has been asked to make recommendation to the HECFI Board

3.1 Organ (Continued)

- Information currently available:
- Estimated cost: $150,000 plus installation expenses.
- Speaker System estimated by Head of Sound Department to be 12' high and 30' long and additional space is required for two full racks of electronic equipment.
- Organ console must be easily moved to a storage area requiring casters or a customized dolly.

Conclusion:

1) Source of funds is a problem. All Capital Reserve funds are committed.
2) The space required would seriously inhibit the presentation of Musicals, Operas and Ballets requiring all available offstage space for scenic elements, lighting and sound consoles.
3) Based on past experience, an organ of this kind would not be required more than once or twice each season.
4) The Church of Redeemer College has an auditorium available for community use and are currently installing an organ of similar capacity.

It was

MOVED by Alderman Wheeler, seconded by Mr. Cino that

THE HAMILTON PLACE COMMITTEE DOES NOT THINK THE INSTALLATION OF AN ORGAN AT HAMILTON PLACE IS NEEDED OR DESIRABLE AND INSTRUCTS THE DIRECTOR OF HAMILTON PLACE TO SEND THIS RECOMMENDATION FORWARD TO THE HECFI BOARD WITH PROPER DOCUMENTATION.

MOTION CARRIED

3.2 Canadian International Animated Film Festival

The Committee was advised that a formal request, that the City Executive Committee determine the source of funds from which to reimburse the Hamilton Place 1986 Operating Account for the $19,000 outstanding, was tabled, to be discussed after the Mayor's return from China.

Mr. Conacher and Mr. Burrows have met with Mr. Lou Sage and Mr. Dennis Carson, as requested, to review this matter prior to the Mayor's return.

3.3 Ontario Retail Sales Tax

Mr. Burrows reported that he and Mr. Conacher attended the hearing on Bill 26 - an Act to amend the Retail Sales Tax - by the Standing Committee on Finance and Economic Affairs at 9:00 a.m. Thursday, November 20, 1986 at Queen's Park.

Written and verbal representation was made on behalf of six theatres (Hamilton Place, Roy Thomson Hall, O'Keefe Centre, Centre in the Square, Thunder Bay Community Auditorium and National Arts Centre) by the Managers/Director of the six theatres and Mr. Andrew Shaw of Woods, Gordon. Both Mr. Burrows and Mr. Conacher thought that it was a good presentation, well documented and very well presented. However, Mr. Nixon, who attended the hearing, seems firmly opposed to any change at this time. The Bill has subsequently been referred back to the Legislature with no vote taken after the hearing.

....3

4. DIRECTOR'S REPORT

4.1 Action taken on Hamilton Place recommendations/resolutions by Audit/Finance Committee and/or HECFI Board, as of November 14, 1986

Mr. Burrows referred to his memo, reporting on the disposition of Committee recommendations. This was circulated with the minutes and he intends to do a similar report for each committee meeting. The report is attached hereto in the minute book.

All items were self explanatory but there was some discussion on Senior Management Personnel as members of other Boards.

Mr. Burrows reported to the Committee that his interpretation was that the HECFI poli set at its last meeting,that senior management personnel not be members of other Boards,was a new policy and did not apply to previous board memberships such as his on Opera Hamilton. After some discussion, it was

MOVED by Alderman Wheeler, seconded by Mr. Cino that

THE HAMILTON PLACE COMMITTEE RECOMMENDS TO THE HECFI BOARD THAT THE DIRECTOR OF HAMILTON PLACE CONTINUE TO SERVE ON THE OPERA HAMILTON BOARD AS THERE DOES NOT SEEM TO BE ANY CONFLICT OF INTEREST.
MOTION CARRIED

4.2 Programming/Sales Update

Mr. Burrows reported that activity levels are being maintained as previously projected. Hamilton Place will present LORD OF THE RINGS, December 16-21. CHCH-TV and CKOC have agreed to co-sponsor the production. CHCH-TV will pay for $20,000 of a $30,000 television advertising campaign. A revised booking schedule covering December, 1986 through the end of June, 1987 was distributed.

5. DIRECTOR OF MARKETING REPORT

Mr. Bogden reported that he prepared an extensive written report to the HECFI Board. He added that there is a continuing review of the implementation of the 1986 Marketing Plan and he is working on another revision of the 1987 Marketing Plan. Since the last HECFI meeting, he has met with The Image Group and they will be providing him with some quotes on his suggestions. In the 1986 plan there was a provision for Analysis of User Study and he is looking into various methods of doing this.

6. DIRECTOR OF FINANCE AND ADMINISTRATION REPORT

Mr. Leuser reported that October was a very busy month with 42 performances and showed a budgetary surplus of $36,914 with a year to date surplus of $72,374.

6.1 Review of Hamilton Place 1987 Operating Budget

The Committee carefully reviewed the Budget which was circulated with the minutes and Mr. Leuser and Mr. Burrows answered any questions they had. It was

MOVED by Mr. Cino, seconded by Alderman Wheeler that

THE 1987 OPERATING BUDGET FOR HAMILTON PLACE BE RECOMMENDED, AS RECEIVED, TO THE AUDIT/FINANCE COMMITTEE FOR APPROVAL.

MOTION CARRIED

....4

6.2 (Continued)

MOVED BY Alderman Wheeler, seconded by Mr. Cino that

A PORTION OF THE HAMILTON PLACE BUDGETARY SURPLUS BE UTILIZED TO REPLENISH ITS INNOVATIVE PROGRAMMING FUND TO A MAXIMUM OF $75,000 AT DECEMBER 31, 1986.
MOTION CARRIED

7. NEW BUSINESS

7.1 Status of Board of Directors of the Hamilton Performing Arts Foundation

Mr. Hector referred to the letter from Ross McBride with suggested procedures to secure resignation of former members from the Foundation Board and implement the appointment of HECFI Directors to that Board.

After some discussion, it was determined that a meeting should be called for the same day as the next Hamilton Place Committee meeting; that proper notification must be given, accompanied by an agenda and minutes of the last annual meeting. They should be encouraged to attend the meeting as there is business to attend to but Mr. Hector expressed a wish to have proxies and letters of resignation sent in advance whether they are attending or not. Mr. Burrows will check on the quorum needed for such a meeting and will consult with Ross, McBride immediately.

8. DATE OF NEXT MEETING

Since the regular committee meeting date of the last Thursday of the month would fall on Christmas Day and the following Thursday would fall on New Year's Day, it was decided to hold the next meeting on

Thursday, January 8, 1987 at 8:30 a.m.

with the annual meeting of the Foundation to follow.

9. ADJOURNMENT

There being no further business, the meeting was adjourned.

David M. Hector, Chairman

Jean Faris, Secretary

Attachment 5.3

Hamilton Convention Centre Committee Tenth Report

HAMILTON CONVENTION CENTRE COMMITTEE REPORT

to the Board of Directors of
Hamilton Entertainment and Convention Facilities Inc.

The Hamilton Convention Centre Committee presents its TENTH ~~FIRST REPORT~~ for 1987.

1. The following items are for information:

   (i) Director's Report for November/December 1986 - see APPENDIX "A".

   (ii) Sales Report for November 1986 - this will appear in the Marketing/Sales Division Report to the Board; it was received by this Committee for information.

   (iii) Summary of Revenues and Expenditures for the period to November 30, 1986 - will be included in the Report of the Audit/Finance Committee; it was received by this Committee for information.

   (iv) Lighting Maintenance Contract. It was recommended by the Director, Finance/Administration that this item be forwarded to the Audit/Finance Committee for information only.

   (v) MacNab Arms Restaurant. Following lengthy discussion, it was decided to table this matter pending a decision by City Council on a recommendation by the Parks and Recreation Committee, that reconsideration be given to the decision by City Council in June, 1986, that HECFI be instructed to proceed with the project.

   (vi) The next regular meeting of the Committee was arranged to take place on Friday, January 30, 1987.

Respectfully submitted,

Terry E. Yates, Chairman
Hamilton Convention Centre Committee

B. Goddard, Secretary
January 16, 1987

HAMILTON CONVENTION CENTRE

**REPORT TO THE HAMILTON CONVENTION CENTRE COMMITTEE
FROM THE DIRECTOR
NOVEMBER/DECEMBER, 1986**

INTRODUCTION:

November was a very successful month, being the second month this year that revenue has gone over $300,000. The Centre has now passed the $2,000,000 mark and is 17% over 1985.

OPERATIONS:

The month of November was marked by many small functions which kept both the kitchen and banquet staff very very busy. Some of the larger events were the Hadassah Bazaar with 2,000, the Square Dancers - 1,200, the Central Canada Broadcasting Engineers meeting with 4,000, a Computer Conference - 2,000, the Real Estate Board Seminars - 600, and the month ended with the Festival of Friends putting some 3,000 through the turnstiles.

December has been a very busy month with Christmas functions and the Student Mission Convention which peaked at 3,000 during the last day, was in the Centre between Christmas and New Year's.

The Committee will notice that there has been extensive wall repair and painting throughout the Centre, and staff have been working on cleaning up store rooms. Additionally, all the rugs have been cleaned and the Centre itself has been given a thorough going-over for the start of the New Year.

A verbal report will be given to the Committee on the disposition of the Chief Steward. There is a submission with this month's meeting to prepare this important department for the time that the Chief Steward will be ill. Meanwhile, the Stewarding Department continues to function and it is expected that with the hiring of the new Assistant Chief Steward, this Department will be in better shape.

Regarding the MacNab Arms Restaurant, I have been informed that the City Executive Committee has turned down the Board request for an additional $69,000. HECFI Management will appear at the next meeting of the Parks and Recreation Committee to submit the Business Plan proposal.

cont.....

The Hamilton Place and Hamilton Convention Centre Liquor Licences have now been transferred to HECFI. This is merely an administrative move, as both licences were under the previous Corporations.

The Convention Centre is sponsoring, together with Amstel Brewery, the Steeler Mile sporting event, which will be held in Downtown Hamilton in February. The Centre will donate the Wentworth Hall as a warm-up and cool-down area and will also enter a Celebrity Team in the event, the proceeds of which will be donated to charity.

William J. Penfold
Director
Hamilton Convention Centre

WJP:bg

Attachment 5.3.1

Hamilton Convention Centre Committee Minutes of November 27,1986

HAMILTON CONVENTION CENTRE COMMITTEE

REGULAR MEETING

Thursday, November 27, 1986
9:00 o'clock a.m.
Room 206, HCC

PRESENT: Mr. T. E. Yates, Chairman
Alderman R. Wheeler
Vice-Chairman
Alderman B. Hinkley
Mrs. J. Gowland

ALSO PRESENT: Mr. W. J. Penfold, Director
Hamilton Convention Centre
Mr. B. K. Conacher
Managing Director/CEO, HECFI
Mr. J. A. Leuser, Director
Finance/Administration, HECFI
Mr. F. Bogden, Director
Marketing/Sales, HECFI
Mrs. B. Goddard, Secretary

ABSENT: Mr. D. M. Beattie - vacation

1. The Chairman called the meeting to order at 9:00 a.m. and as Messrs. Penfold, Conacher and Leuser were absent at that time, having been detained at another meeting, he deferred his remarks and it was decided to deal with the agenda items as convenient.

Minutes of previous meeting

2. Minutes of meeting held October 31, 1986

Following a brief discussion, during which Mr. Bogden clarified the new Monthly Report - Current and Future Year Summary, it was MOVED by Alderman Wheeler, seconded by Alderman Hinkley -

THAT THE MINUTES OF THE MEETING HELD FRIDAY, OCTOBER 31, 1986 BE APPROVED AS DISTRIBUTED TO THE MEMBERS

MOTION CARRIED

Client Evaluations

3. Client Evaluations

Shortly after discussion on this item commenced, Messrs. Penfold, Conacher and Leuser arrived. The Director, HCC was asked to reply to Alderman Wheeler's comment that he had noticed a remark had been passed by a member of the staff within the hearing of a client, and assured the

meeting that the person concerned had been called to account. Another point that was raised related to a comment on "accounting procedures" and the Director, HCC informed the meeting that the matter had been resolved between the client and the Events Manager.

It was MOVED by Alderman Wheeler, seconded by Mrs. Gowland -

THAT THE CLIENT EVALUATIONS BE RECEIVED FOR INFORMATION

MOTION CARRIED

Chairman's Remarks

4. Chairman's Remarks

The Chairman proceeded, as everyone was now present, with his remarks, which were mainly about the condition of the building, stating that as he had arrived early for the meeting, he took a tour of the premises, and was not pleased to find that certain areas were in a state which left a lot to be desired in the way of tidiness and cleanliness. The Director, HCC replied, stating that the main problem was in getting quality staff to do the work properly at the rates of pay which exist at the Centre. This facility has to make do with fewer staff than other Convention Centres, and when the building is as busy as it has been for the last few months, there isn't time for the available staff to do the work, especially with the monetary restraints under which management is operating. The Chairman stated the work should be done regardless, as people coming into the building are going to notice its condition. Alderman Wheeler said it wasn't the intention to be too critical, but he considered the work had to be carried out in order to keep up the appearance of the building and keep its reputation. The Chairman agreed, stating he didn't wish to be too critical either, but that the work has to be done.

State of Building

Direct

Director's Report - October'86

5. Director's Report - October 1986

The Director reported that October had been yet another successful month. The budget was exceeded by $32,000, or 13% and for the year, by 26%. Revenue is now 19% over 1985. Many small events were held, but the mainstays included Oktoberfest, Women's World, Dofasco Quarter Century Club, the Canadian Football Hall of Fame Dinner and Engineering Week. New events included the Leeds Bridal Show and the Ontario Pro Basketball Charity Dinner.

Part-time wages

Management was gratified that the Board's decision had been to increase part-time staff wages effective January 1, 1987 which should help to alleviate the part-time staff crisis, which in part was the reason for the appearance of the building not being maintained.

Chief Steward - report on health and length of time on disability

With respect to the Chief Steward, it was reported that she will be off work indefinitely, and if she does not return to this particular job, it will be 2 1/2 years in total before a replacement can be hired on a permanent basis. If in the meantime, the Human Resources Centre is able to place her in a less arduous occupation within the City, then the Centre will be able to take steps to replace her. It was explained that following the first six months of her absence the City's insurance would cover her remuneration.

MacNab Arms Restaurant

It was reported that the Business Plan for MacNab Arms had been discussed by the City's Executive Committee and tabled at a meeting held November 19, 1986.

With regard to MacNab Arms, the Director, HCC, Mr. Conacher and Mr. Leuser had attended a meeting just prior to the present one, held in the Office of the City CAO, with other City staff present, and Mr. Conacher asked permission from the Chairman to bring this up under "other business". Alderman McCulloch (member of the Executive Committee) had requested that the Director liaise with the Historical Board to ensure all bases are covered while the restaurant is in its initial stages.

Liquor Licence - Copps Col'm

The Liquor Licence for Copps Coliseum, at present in the hands of HECFI, is to be transferred to Volume Services Inc. as soon as possible. It was also reported that HECFI is awaiting news from VSI on who will fill the position of Manager.

With regard to the liquor licence for Copps Coliseum, Alderman Wheeler asked if this would be for special events only. The meeting was informed by the Director there are three areas - one at the west end of the building, the club when formed, and an area on the north side of the building. People would have to go to these areas and the food and liquor would be consumed there. In answer to a query by Alderman Hinkley, Mr. Conacher informed the meeting that licences for the private boxes could not be applied for until the boxes were ready, so presumably would be applied for individually and there would probably be restrictions and controls to be observed.

Extra-curricular activities

The Director's report included information on various extra-curricular activities he has undertaken to be involved with during the past year, and he also included a report on the recent Fifth Annual Convention Center Management Conference held in Hilton Head, SC early in the month. He recommended that the Convention Centre Director attend this conference each year - next year it will be in Monterey, Cal. Alderman Wheeler was particularly interested that "Drafting a Marketing Plan" had been the subject of one of the seminars and that it was advocated that cities "position" themselves to attract business and

then concentrate on ways to get repeat conventions with organizations having regular rotation which would include those cities giving the best service.

It was MOVED by Alderman Hinkley, seconded by Alderman Wheeler -

THAT THE DIRECTOR'S REPORT BE RECEIVED FOR INFORMATION

MOTION CARRIED

Correspondence

6. Correspondence

It was MOVED by Alderman Wheeler, seconded by Mrs. Gowland -

THAT THE CORRESPONDENCE ITEMS BE RECEIVED FOR INFORMATION

MOTION CARRIED

Sales Report - October'86

7. Sales Report - October 1986

Mr. Bogden presented the Sales Report, prepared by the Sales Manager, Mr. Nat Davidson, which included the following items -

a) Convention Update
b) Reduced items
c) Monthly revenue re-cap
d) Current and Future Year Summary
e) Future outlook, monthly report

It was reported that confirmed conventions so far for 1987 total 17, and it is expected that additional bookings will bring the number almost up to the total for the present year. Alderman Hinkley asked whether anything special was planned for the Ontario Motor Coach's Convention which will be in Hamilton next year, in order that they may be encouraged to come back. Mr. Bogden informed the meeting that activities will be held in Hamilton to equal those put on at the Harbour Castle in Toronto for the Convention held there this year. Alderman Hinkley emphasized that everything possible must be done to encourage repeat business, and Alderman Wheeler suggested that although it always costs more money, a small gift be considered, similar to those given out by the Football Hall of Fame. Alderman Hinkley agreed, stating that interest is generated by the wearing of Copps Coliseum pins. The Chairman asked the Marketing Director to look into this.

Incentives for repeat business

Marketin Directo

New methods of reporting

The Managing Director suggested certain refinements to the new forms being used by Marketing|Sales, which were noted by Mr. Bogden.

Mark n Directo

The Chairman commented on cancellations (totalling $16,000) and was informed by Mr. Bogden that this was not

unusual; Mr. Bogden also mentioned that he intended to implement a "lost business" form which would be put into effect this week.

Following further discussion, it was MOVED by Alderman Hinkley, seconded by Mrs. Gowland -

THAT THE SALES REPORT FOR OCTOBER 1986 BE RECEIVED FOR INFORMATION

MOTION CARRIED

Financial Report

8. Financial Report - October 1986

The Director, Finance/Administration, reported that revenues exceeded budget for the month, being $285,738 compared to $254,230, and for the ten month period to October 31, 1986 the figures were (budgeted) $1,505,315 and (actual) $1,891,683 - an excess of $386,368. Although there was a budgetary surplus decrease of $17,427 from the month of September, revenues exceeded expenditures for the month by $15,552, resulting in a $146,277 budgetary surplus for the ten-month period to October 31, 1986.

Following clarification on the Comparison of Inventories by the Director, Finance/Administration, in which he stated inventory is taken periodically, accounting for breakages, etc. it was MOVED by Mrs. Gowland, seconded by Alderman Hinkley -

THAT THE SUMMARY OF REVENUE AND EXPENDITURES FOR THE PERIOD TO OCTOBER 31, 1986 BE APPROVED AND FORWARDED TO THE AUDIT AND FINANCE COMMITTEE FOR RECOMMENDATION TO THE BOARD OF DIRECTORS Secretary

MOTION CARRIED

Full-time position - Head Porter

9. Full-time Position - Head Porter

Following discussion, during which it was noted that the person presently fulfilling these duties works more than full-time hours, and that making the position a full-time rather than a part-time permanent one would alleviate many of the problems in this area, it was MOVED by Alderman Wheeler, seconded by Mrs. Gowland -

THAT A FULL-TIME HEAD PORTER BE HIRED, EFFECTIVE JANUARY 1, 1986 AT A SALARY TO BE DETERMINED UNDER THE PRESENT SALARY STUDY Directo (Ops. Mgr.

MOTION CARRIED

It was also noted that the position has been included in the 1987 budget requests.

4' Folding Banquet Tables

10. Folding Banquet Tables

Following discussion, during which it was noted that 4' folding banquet tables are required more in the Centre, a proposal by management to purchase twelve 4' folding banquet tables from Messrs. Cassidy Ltd. at a total cost of $1,027.20 including tax, was noted by the Committee, and it was agreed to forward this item to the Audit/Finance Committee for information.

Secretar

Other Business

11. Other Business

MacNab Arms Restaurant

MacNab Arms Restaurant

The meeting was informed that Messrs. Penfold, Conacher and Leuser had attended a meeting in the office of the City CAO in City Hall that morning to discuss with City Hall personnel the MacNab Arms Restaurant.

Members of the City Hall staff in attendance were made aware of the increase in capital required. The operating level had been proposed to increase from $300,000 to approximately $850,000. It had been pointed out that the Business Plan had suggested the means of obtaining the extra funding, namely out of the reserves of the Convention Centre, but that it was felt City Council should be kept informed. It was agreed that this matter be considered by the Audit and Finance Committee with a view to a recommendation being made that the increase of $69,000 in capital outlay be approved. Alderman Wheeler expressed the opinion that if this involved an increase in the Capital Budget, or a reallocation, this should be done, as it had already been proved that the restaurant was not viable with only $5 or $6 meals. The Managing Director's concern was that the operating budget had been increased from $300,000 to $850,000; the capital required was in excess of that approved by City Council, and they should be so informed; also, a manager had been hired. The question was, not that food service was required at Dundurn Castle (it was) but that City Council should know that the level of service was to be increased. The Treasurer has reminded us that the City is under great budget restraints this year. It may be that we should be increasing our budget for municipal contribution in case the restaurant does not break even the first year; this was quite possible, as it now looks as though opening cannot be before March 1, 1987, giving only ten months in which to break even for the whole year.

Revised Report by Audit/Fin.

Alderman Hinkley suggested that a revised report should go to the Executive Committee and they will make a recommendation to City Council. Council would in the final analysis be responsible for any deficit, and it was possible a built-in deficit would have to added (similar to a municipal contribution) for the first year at least.

The Chairman stated he understood from Mr. Conacher that the Business Plan did not go through the Audit and Finance Committee and Mr. Leuser agreed, but stated that although there would not be a full twelve months' operation the first year, the concensus was that they had faith in the Business Plan. The Chairman instructed that a new recommendation be made for the Executive Committee; the Managing Director stated that any capital increase would have to be financed by HECFI.

The Chairman asked if it would be appropriate for the Director, Finance/Administration to recommend to the Board that the project be initially funded by HECFI; the Managing Director intimated that this would be appropriate for discussion, and the Committee agreed. Directo: Fin./Admin

Date of next meeting

12. Date of next meeting

As the date of the next regular meeting would occur between Christmas and New Year if the usual day were adhered to, it was agreed that the next regular meeting would be held on Friday, January 09, 1987. Mr. Leuser agreed to ask the Chairmen of the Audit/Finance Committee and the Board of Directors if their meetings could be held on January 13th and 23rd respectively. Directo Fin/Admi

Adjournment

13. Adjournment

As no further business was raised, it was MOVED by Alderman Hinkley, seconded by Mrs. Gowland -

THAT THE MEETING ADJOURN AT 10:40 O'CLOCK A.M.

MOTION CARRIED

. Taken as read and approved,

Terry E. Yates, Chairman
Hamilton Convention Centre Committee

B. Goddard
Secretary

N CONVENTION CENTRE

MONTHLY REPORT
CURRENT and FUTURE YEAR SUMMARY
(BOOKINGS)

Period: October 31, 19 86

ENT YEAR = OBJECTIVES VS. ACTUAL

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
LS	143,800	200,400	207,930	37,395	103,930	177,230	254,230	259,180	208,605	-222,700.-		157,700	1,973,100.
KED TO DATE								225,284	232,573				457,857.
EVED ACTUAL	211,076	235,877	194,930	57,316	107,520	308,995	285,738			-350,728.-		139,503	1,891,683.
ANCE +/—	+67,276	+35,477	+13,000	+19,921	+3,590	+131,765	+31,508	-33,896	+23,968	+128,028.		-18,197	+385,732.

RE YEAR(S) = OBJECTIVES VS. ACTUAL (TO DATE)

	NEXT 12 MONTHS	FUTURE YEARS TOTAL	GRAND TOTAL
LS =	2,350,000.		2,350,000.
KED TO DATE	1,334,741.		1,334,741.

N

Signature

TION BREAKDOWN =

OCTOBER 1986	DEPT.	NET ACTUAL*	DEPT. GOAL	CANCELLATIONS
NITES CONFIRMED PERIOD	SALES	285,738.	254,230.	23,999.
ATIVES BOOKED PERIOD		35,915.		

Signature

*NET ACTUAL is the Actual Definite/Tentatives minus the Cancels shown

Attachment 5.4

Audit & Finance Committee Sixteenth Report

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

REPORT OF THE AUDIT/FINANCE COMMITTEE

To The Hamilton Entertainment and Convention Facilities Inc.

Members of the Board:

The Audit/Finance Committee presents its **SIXTEENTH** Report and respectfully recommends:

1. (a) That the quotation received from J. J. Elliott Mechanical Ltd., in the total amount of $18,193.00 including all taxes, for the supply and installation of modifications to the chilled water piping system at the Central Utilities Plant be accepted; and

   (b) That this purchase be financed from work in progress expenditure account 0408-K52762 (Revisions to Chilled Water System).

   Note: For the information of the Members of the Board, the Copps Coliseum Committee, at its meeting on January 12, 1987, approved the awarding of this contract. (See attached Schedule "A" for background information.) It was the lowest acceptable quotation received. Sufficient funds exist in work in progress account 0408-K52762 (Revisions to Chilled Water System).

2. That the City's Executive Committee be requested to authorize an additional $53,600 in funding to HECFI's Operating Budget to cover anticipated 1987 budget shortfalls of $46,000 for insurance costs and $7,600 in realty taxes for Hamilton Place.

   Note: Due to budget time constraints, this item was forwarded to the City's Executive Committee meeting of January 22, 1987 by the Director of Finance and Administration on the approval of Mr. David Braley, Chairman of the Board, Mr. Webb H. McFarland, Chairman of the Audit/Finance Committee, and Alderman Brian Hinkley, First Vice-Chairman of the Board and a member of the City's Executive Committee. See Attached Schedule "B" for background information.

The following are items for information only:

1. The Consolidated Operating Results for HECFI for the Eleven Month Period ended November 30, 1986 attached as Schedule "C".

2. The Unaudited Operating Results for CUP for the Eleven Month Period ended November 30, 1986 attached as Schedule "D".

3. For the information of the Members of the Board, the Director of Finance and Administration advised the Committee Members that effective February 1, 1987, Spicer MacGillivray is merging with Pannell Kerr Foster. The new firm name will be Pannell Kerr MacGillivray.

RESPECTFULLY SUBMITTED

"W H McFarland" /per JM

W. H. McFARLAND, CHAIRMAN
AUDIT/FINANCE COMMITTEE

J Mills

Joan M. Mills, Secretary
Audit/Finance Committee
January 14, 1987

BACKGROUND:

In response to a Request for Quotations issued by the Director of Purchasing, 1986 November 27, seven (7) quotations were received for the supply and installation of chilled water piping modifications at the Central Utilities Plant (see attached spread sheet dated 1986 December 12).

The quotation by Superior Boiler Works & Welding Ltd. in the total amount of $7,263.00 was the lowest submitted with the next lowest bidder being J. J. Elliott Mechanical Ltd. at $18,193.00. Because of the large difference in total cost, ie. $10,930.00 between these two quotations, Superior Boiler Works & Welding Ltd. was asked to review their submitted quotation. After discussion with Mr. B. Desnoyers, Chief Engineer, C.U.P. it was revealed that Superior Boiler had misinterpreted the specification and could not perform the work as specified for the cost which was submitted. In light of this development, it was decided that the quotation submitted by Superior Boiler would be declared void and the next lowest quotation, ie. J. J. Elliott Mechanical Ltd. would be accepted.

The work proposed and as described in the specification, invoices modifications to the chilled water piping system so as to permit sequential operation of the three air conditioning chillers. At present, it is necessary to shut down the smallest chiller prior to starting a larger chiller which results in a delay of chilled water production and poor utilization of cooling generation. The proposed piping modifications will allow immediate start up of chillers as required to meet cooling load demand.

It should be noted that Capital Account No. 0408-K52762 has been established for this project.

Respectfully submitted,

John T. Crane
Director
Copps Coliseum

attchm.

CHILLED WATER PIPING MODIFICATIONS (ALL TAXES INCLUDED)

Superior Boiler	$ 7,263.00
J. J. Elliott	$18,193.00
Comstock	$19,377.00
Nicholls-Radtke	$21,966.00
S. N. Agnew	$26,606.00
Bennett Mechanical	$28,334.00
Marcotte	$28,500.00

Hamilton
Entertainment and Convention Facilities Inc.

Schedule "A" referred to in Section 1 of the **SIXTEENTH** Regular Report of the Audit/Finance Committee

FROM John A. Leuser, Director of Finance and Administration — DATE January 9, 1987
Name & Title

FOR ACTION [xx] FOR INFORMATION [ ] File No. _____

TO: **B O A R D** [ ] (OR) Audit and Finance Committee [xx]

SUBJECT

Central Utilities Plant - Revisions to Chilled Water Piping - Awarding of Contract

RECOMMENDATION

(A) That the quotation received from J. J. Elliott Mechanical Ltd., in the total amount of $18,193.00 including all taxes, for the supply and installation of modifications to the chilled water piping system at the Central Utilities Plant be accepted; and

(B) That this purchase be financed from work in progress expenditure account 0408-K52762 (Revisions to Chilled Water System).

Note: This is the lowest acceptable quotation received. Sufficient funds exist in work in progress expenditure account 0408-K52762 (Revisions to Chilled Water System).

BACKGROUND

A copy of the report provided to the Copps Coliseum Committee on January 12, 1987 is attached for your information.

John A. Leuser, C.A.
Director of Finance
and Administration

attach.

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

MEMORANDUM

FOR ACTION: [X] **FOR INFORMATION:** [ ]

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary
Audit and Finance Committee, Attn. Mrs. J. Mills, Secretary

COPIES TO: Mr. B. K. Conacher
Mr. J. Leuser

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1987 January 7

SUBJECT: CENTRAL UTILITIES PLANT - Revisions to Chilled Water Piping, Award of Contract.

RECOMMENDATION:

That 1) The quotation received from J. J. Elliott Mechanical Ltd., in the total amount of $18,193.00 including all taxes, for the supply and installation of modifications to the chilled water piping system at the Central Utilities Plant be accepted.

2) The Audit and Finance Committee recommend the method of financing.

NOTE: Lowest acceptable quotation received.

Hamilton Entertainment and Convention Facilities Inc.

Schedule "B" referred to in Section 2 of the SIXTEENTH Regular Report of the Audit/Finance Committee

FROM John A. Leuser, Director of Finance and Administration (Name & Title) DATE January 14, 1987

FOR ACTION [XX] FOR INFORMATION [ ] File No. _____

TO: BOARD [XX] (OR) AUDIT/FINANCE Committee [XX]

SUBJECT

1987 HECFI Budget Revisions

RECOMMENDATION

That the City's Executive Committee be requested to authorize an additional $53,600 in funding to HECFI's 1987 Operating Budget to cover anticipated 1987 budget shortfalls of $46,000 for insurance costs and $7,600 in realty taxes for Hamilton Place.

BACKGROUND

Subsequent to the HECFI Board's approval on November 28, 1986 of the 1987 Operating Budget, two budget shortfalls have been identified.

Insurance

In preparing the overall insurance budget for 1987, my staff requested insurance premium information from the City's Treasury Department. Based on this information, the overall 1987 HECFI budget for insurance was calculated as being $89,217 which included factors for general rate increases. In addition to the $89,217, we included a contingency factor of $6,743 to bring HECFI's overall insurance budget up to $96,000.

However, after the budget was approved by the HECFI Board, the City processed payments for insurance premiums for HECFI covering the 1986 calendar year, which were then allocated and charged to HECFI. In reviewing these charges, we determined with the Treasury Department that the overall 1987 HECFI budget of $96,000 for insurance is under-provided by $46,000. We understand that this occurred as a result of misinterpreting which premiums related to what policies. In addition, not all of the premiums had been received by Treasury when the budget was being prepared.

In the future, I do not expect a re-occurrence of such an oversight since we will no longer be in the same situation of having no prior year actual historical information. The first year of operation of Copps Coliseum and HECFI was 1986. In addition, Treasury has agreed, in the future, to provide HECFI with copies of supporting documentation (i.e. premium notices, etc.) in respect of insurance charges.

Realty Taxes - Hamilton Place

In December, and later confirmed by memorandum dated January 5, 1987, from the City's Treasury Department, I was advised that there were two supplementary realty tax assessments for Hamilton Place for the following two tenants:

Hamilton Philharmonic Orchestra (Supplementary Period Jan. 1 to Dec. 31/86)	$3,474.86
Hamilton Follies Inc. (Supplementary Period May 1 to Dec. 31/86)	$1,029.08
	$4,503.94

In reviewing the rental situation for 1987, Mr. Thomas Burrows, the Director of Hamilton Place, has advised me that Opera Hamilton, another tenant, will be doubling its rental space.

As a result, a further supplementary assessment of approximately $2,603.13 is anticipated for 1987.

Due to the above supplementary assessments and an expected increase in the City's mill rate for 1987, Hamilton Place is under-provided in respect of realty taxes to the extent of $7,600, which is comprised as follows:

Supplementary assessments:	
Hamilton Philharmonic Orchestra	$3,474.86
Hamilton Follies Inc.	1,029.08
Opera Hamilton (anticipated)	2,603.13
	$7,107.07
Provision for increase in the mill rate (7%)	497.49
	$7,604.56
Rounded	**$7,600.00**

The Treasury Department has suggested that the above increases in realty taxes be recovered from Hamilton Place's tenants by increasing their rental rates. Their proposal also includes a suggestion that these organizations may then wish to apply for a municipal grant to cover all or a portion of their increase in rent.

Their suggestions have merit and should be implemented for 1988. However, we believe they can not be implemented for 1987 since any increase in rental charges to these organizations can only be phased in as their leases expire on December 31, 1987 and are then renegotiated two months in advance. In respect of Opera Hamilton, the rental arrangements for the additional space have already been negotiated for the 1987 calendar year. As a result, HECFI is not in a position in 1987 to recover from the tenants the anticipated increase of $7,600 in realty taxes.

In conclusion, the Treasury Department's proposals should only be implemented, effective January 1, 1988, which would be the earliest opportunity that Hamilton Place would have to properly notify the tenants of any increase in rental rates. Our tenants would then have sufficient notice to determine whether they wish to apply for a municipal grant.

John A. Leuser

John A. Leuser, C.A.
Director of Finance
and Administration

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

UNAUDITED OPERATING RESULTS FOR THE

ELEVEN MONTH PERIOD ENDED NOVEMBER 30, 1986

Schedule 'C' referred to in Section 1 of the Information Items of the **SIXTEENTH** Regular Report of the Audit/ Finance Committee

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

BALANCE SHEET

AS AT NOVEMBER 30, 1986

ASSETS		LIABILITIES AND RESERVES	
CURRENT	$	CURRENT	$
CASH	16,000	ACCOUNTS PAYABLE AND ACCRUALS	427,111
ACCOUNTS RECEIVABLE	885,410	ADVANCE TICKET SALES AND DEPOSITS	820,912
PREPAIDS	61,028	UNREDEEMED GIFT CERTIFICATES	83,090
INVENTORIES	64,680		
DUE FROM CITY OF HAMILTON	378,995	TOTAL CURRENT LIABILITIES	1,331,113
		RESERVES	75,000
TOTAL ASSETS	$ 1,406,113	TOTAL LIABILITIES AND RESERVES	$ 1,406,113

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

A SUMMARIZED CONSOLIDATED OPERATING STATEMENT

	CONVENTION CENTRE		HAMILTON PLACE		COPPS COLISEUM		CORPORATE (COMMON TO THREE FACILITIES)		CONSOLIDATED			
	The Eleven Month Period Ended November 30, 1986		The Eleven Month Period Ended November 30, 1986		The Eleven Month Period Ended November 30, 1986		The Eleven Month Period Ended November 30, 1986		The Eleven Month Period Ended November 30, 1986		Annual Budget For 1986	% of 1986 Annual Budget Spent or Achieved
	Budget (1)	Actual (2)	Budget (3)	Actual (4)	Budget (5)	Actual (6)	Budget (7)	Actual (8)	Budget (9)	Actual (10)	(11)	(12)
Revenue	$ 1,766,562	2,200,662	1,261,960	1,462,140	1,607,899	1,348,127	491,005	516,832	5,127,426	5,527,761	$ 5,688,340	97.2
Expenditures	1,998,868	2,266,816	1,736,130	1,934,128	1,489,931	1,267,332	2,183,153	1,673,824	7,408,082	7,142,100	8,120,910	87.9
Excess of Expenditures Over Revenue From Operations	232,306	66,154	474,170	471,988	(117,968)	(80,795)	1,692,148	1,156,992	2,280,656	1,614,339	2,432,570	66.4
Contribution from the City of Hamilton	232,306	232,306	474,170	474,170	(117,968)	(117,968)	1,692,148	1,692,148	2,280,656	2,280,656	2,432,570	93.8
Budgetary Surplus	$ **NIL**	166,152	**NIL**	2,182	**NIL**	(37,173)	**NIL**	535,156	**NIL**	666,317	$ **NIL**	
LESS Budgetary Surplus @ October 31, 1986		146,277		72,374		(36,920)		489,816		671,547		
Budgetary Surplus Increase <Decrease> Over Previous Month		19,875		(70,192)		(253)		45,340		(5,230)		

(1) Includes the 1985 surplus of $278,000 carried forward to 1986.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
HAMILTON CONVENTION CENTRE
SUMMARY OF REVENUE AND EXPENDITURES

Description	Annual 1986 Budget	Budgeted Operating Results For The Month of November 1986	Budgeted Operating Results For The Eleven Month Period Ended November 30, 1986	Actual Operating Results For The Month of November 1986	Actual Operating Results For The Eleven Month Period Ended November 30, 1986	Percentage of Total 1986 Annual Budget Spent or Achieved
	(1)	(2)	(3)	(4)	(5)	(6)
REVENUE:						
RENTALS AND LICENCE FEES	$ 383,000	44,080	340,980	81,849	$ 361,839	94.5
FOOD AND BEVERAGE	1,482,000	202,650	1,323,550	210,494	1,738,310	117.3
RECOVERIES	82,300	11,300	78,700	11,817	70,993	86.3
OTHER	25,800	3,217	23,332	4,819	29,520	114.4
	$ 1,973,100	261,247	1,766,562	308,979	$ 2,200,662	111.5
EXPENDITURES:						
ADMINISTRATION	$ 298,740	25,615	273,454	27,539	$ 247,017	82.7
MAINTENANCE	329,660	27,837	301,998	27,648	311,224	94.4
OPERATIONS	77,120	7,347	70,218	7,084	71,109	92.2
SECURITY	92,000	7,667	84,335	10,689	89,241	97.0
FOOD AND BEVERAGES - ADMINISTRATION AND CLIENT SERVICES	111,680	8,578	102,875	8,337	85,746	76.8
FOOD AND BEVERAGE - KITCHEN	593,540	74,883	534,647	81,409	699,461	117.9
FOOD AND BEVERAGE - BANQUET	695,820	81,196	631,341	95,305	755,419	108.6
MACNAB ARMS RESTAURANT	-	-	-	2,969	7,599	-
	$ 2,198,560	233,123	1,998,868	260,980	$ 2,266,816	103.1
EXCESS OF EXPENDTURES OVER REVENUE FROM OPERATIONS	$ 225,460	(28,124)	232,306	(47,999)	$ 66,154	29.3

NOTE: The revenue and expenditure detail on the above balances is available upon request.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
CORPORATE
SUMMARY OF REVENUE AND EXPENDITURES

Description	Annual 1986 Budget (1)	Budgeted Operating Results For The Month of November 1986 (2)	Budgeted Operating Results For The Eleven Month Period Ended November 30, 1986 (3)	Actual Operating Results For The Month of November 1986 (4)	Actual Operating Results For The Eleven Month Period Ended November 30, 1986 (5)	Percentage of Total 1986 Annual Budget Spent or Achieved (6)
REVENUE						
BOX OFFICE	$ 350,000	24,100	314,600	29,031	$ 340,527	97.3
RECOVERIES	66,500	6,200	60,700	6,492	59,550	89.6
OTHER	126,000	10,741	115,705	10,031	116,755	92.7
	$ 542,500	41,041	491,005	45,554	$ 516,832	95.3
EXPENDITURES						
ADMINISTRATION	$ 679,690	59,890	619,800	51,649	$ 591,880	87.1
MARKETING	1,292,470	113,053	1,177,453	84,528	791,109	61.2
BOX OFFICE	419,240	31,600	385,900	27,539	290,835	69.4
	$ 2,391,400	204,543	2,183,153	163,716	$ 1,673,824	70.0
EXCESS OF EXPENDITURES OVER REVENUE FROM OPERATIONS	$ 1,848,900	163,502	1,692,148	118,162	$ 1,156,992	62.6

NOTE: The revenue and expenditure detail on the above balances is available upon request.

THE CENTRAL UTILITIES PLANT

UNAUDITED OPERATING RESULTS FOR THE ELEVEN MONTH

PERIOD ENDED NOVEMBER 30, 1986

Schedule 'D' referred to in Section 2 of the Information Items of the **SIXTEENTH** Regular Report of the Audit/ Finance Committee

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

CENTRAL UTILITIES PLANT

SUMMARY OF EXPENDITURES

Description	Annual 1986 Budget	Budgeted Operating Results For The Month of November 1986	Budgeted Operating Results For The Eleven Month Period Ended November 30, 1986	Actual Operating Results For The Month of November 1986	Actual Operating Results For The Eleven Month Period Ended November 30, 1986	Percentage of Total 1986 Annual Budget Spent or Achieved
	(1)	(2)	(3)	(4)	(5)	(6)
EXPENDITURES:						
OPERATIONS	$ 532,000	44,315	487,768	51,672	$ 522,784	98.3
RECOVERY FROM USERS	(544,980)	(46,711)	(498,207)	(39,981)	(444,974)	81.6
MAINTENANCE	594,050	49,504	544,521	39,339	476,290	80.2
CITY HALL	225,760	15,726	209,630	13,856	219,892	97.4
HAMILTON CENTRAL LIBRARY	260,740	18,946	236,230	20,166	238,429	91.4
HAMILTON FARMERS MARKET	33,330	2,400	30,400	2,690	31,437	94.3
HAMILTON CONVENTION CENTRE	224,680	23,766	194,026	23,677	218,064	97.1
HAMILTON PLACE	253,110	22,358	220,190	23,308	242,536	95.8
COPPS COLISEUM	497,000	61,250	427,950	29,769	323,525	65.1
PEDESTRIAN ARCADE/OVERPASS	40,900	3,675	37,129	3,329	37,709	92.2
ONTARIO GOVERNMENT BUILDING	214,530	17,000	185,400	15,722	168,374	78.5
PARKING AUTHORITY - UNDERGROUND	96,300	6,550	88,000	6,700	71,231	74.0
ART GALLERY	118,110	7,600	103,100	7,727	91,268	77.3
EXPENDITURES TOTAL	$ 2,545,530	226,379	2,266,137	197,974	$ 2,196,565	86.3
MUNICIPAL CONTRIBUTION	$ 2,545,530	226,379	2,266,137	226,379	$ 2,266,137	89.0
BUDGET SURPLUS (DEFICIT)	$ NIL	-	-	28,405	$ 69,572	-

NOTE: The expenditures detail on the above balances is available upon request.

Attachment 5.4.1

Audit & Finance Committee Minutes of December 3, 1986

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

AUDIT & FINANCE COMMITTEE

Wednesday, December 3, 1986
11:00 a.m.
Copps Coliseum Board Room

REGULAR SESSION

PRESENT: Dr. C. Bart, Acting Chairman
Mr. D. Hector, Committee Member
Alderman B. Hinkley, Committee Member
Mr. S. Cino, Committee Member

ALSO PRESENT: Mr. B. K. Conacher, Managing Director/ Chief Executive Officer, HECFI
Mr. J. A. Leuser, Director of Finance and Administration, HECFI
Mr. R. DiFilippo, Comptroller
Mr. F. Bogden, Director of Marketing
Mr. W. Penfold, Director of Hamilton Convention Centre
Mr. B. Calder, Plant and Building Operations Manager
Joan Mills, Committee Secretary

REGRETS: Mr. W. H. McFarland, Chairman

1. Chairman's Remarks

Dr. C. Bart, as Acting Chairman in Mr. W.H. McFarland's absence, welcomed everyone present. The Secretary confirmed that the Committee members had been duly notified and the meeting was called to order.

2. Minutes of Previous Meetings

It was

MOVED by Alderman Hinkley, seconded by Mr. Hector

THAT THE NOVEMBER 5, 1986, NOVEMBER 7, 1986 AND NOVEMBER 21, 1986 REGULAR MINUTES BE ACCEPTED AS CIRCULATED.

MOTION CARRIED.

3. Motion to Move In-Camera

MOVED by Mr. Cino, seconded by Alderman Hinkley

THAT THE IN-CAMERA SESSION BE CONVENED.

MOTION CARRIED.

The following motions were carried during the In-Camera Session:

1. THAT MR. DON KING, PARTNER OF THE MANAGEMENT CONSULTING FIRM OF STEVENSON KELLOGG ERNST & WHINNEY (SKE&W), BE ADVISED THAT THE AUDIT/FINANCE COMMITTEE:

   (a) IS NOT SATISFIED WITH THE DRAFT REPORT OF THE COMPENSATION STUDY SINCE IT DID NOT ADEQUATELY ADDRESS THE FOLLOWING:

      (i) THE MANDATE, AS OUTLINED IN THE IN-CAMERA MINUTES OF THE AUDIT/FINANCE COMMITTEE MEETING OF AUGUST 14, 1986 WHICH DIRECTED THE CONSULTANT, IN CARRYING OUT THE EXTERNAL SALARY SURVEY, TO "COMPARE POSITIONS WITH THOSE IN THE RELATED PRIVATE AND PUBLIC SECTORS, THE FACILITY MANAGEMENT INDUSTRY AND THE LOCAL COMMUNITY";

      NOTE: SKE&W'S DRAFT REPORT INDICATES THAT THEY UNDERSTOOD "WE (HECFI) WANTED TO ENSURE THAT THE PAY RATES PREVAILING IN HECFI WERE COMPATIBLE WITH THE NEW NON-UNION PAY PLAN IN THE CITY AND REGION AS WELL AS WITH THE HOSPITALITY/ CONVENTION INDUSTRY". AS A RESULT OF THEIR INTERPRETATION OF THE MANDATE, THEIR MARKET SURVEY DID NOT INCLUDE ANY ARENAS OR MULTIPLE FACILITY ORGANIZATIONS (SUCH AS THE C.N.E., P.N.E., EDMONTON NORTHLANDS AND CALGARY STAMPEDE). IN RESPECT OF PERFORMING ARTS THEATRES/CENTRES, THEIR SURVEY ONLY INCLUDED TWO PARTICIPANTS - NONE OF

WHICH INCLUDED THOSE IN THE IMMEDIATE AREA SUCH AS THE O'KEEFE CENTRE FOR THE PERFORMING ARTS, THE CENTRE IN THE SQUARE, OR ROY THOMSON HALL.

(ii) RANKING INTER-RELATIONSHIPS ACROSS ALL DIVISIONS FOR HECFI; AND

NOTE: THE PURPOSE OF THIS STEP IS TO ENSURE RANKING CONSISTENCY ACROSS DEPARTMENTS WITHIN HECFI. THE PROCESS OUTLINED IN THE IN-CAMERA AUDIT/FINANCE COMMITTEE MINUTES OF AUGUST 14, 1986 (PAGE 3, POINTS 3 AND 4) IS QUITE SPECIFIC AS TO THE PROCESS TO BE FOLLOWED BY THE CONSULTANTS. THIS WAS NOT FULLY FOLLOWED.

(iii) A SUFFICIENTLY LARGE ENOUGH (TOP TO BOTTOM) PAY LADDER GRID; AND

(b) WISHES TO RECEIVE A RESPONSE FROM HIM AS QUICKLY AS POSSIBLE REGARDING THE AUDIT/ FINANCE COMMITTEE'S CONCERNS (AS OUTLINED ABOVE) AND HOW HE PROPOSES TO CORRECT THEM.

2. THAT THE SERVICES OF MR. NORM MARSHALL, CURRENTLY ACTING AS PUBLIC RELATIONS AND PROMOTIONS CONSULTANT UNDER THE DIRECTION OF THE HECFI DIRECTOR OF MARKETING, BE RE-EXTENDED EFFECTIVE JANUARY 1, 1987, AT THE SAME TERMS AND CONDITIONS AS PRESENT, I.E. AT THE RATE OF TWO THOUSAND, FIVE HUNDRED ($2,500.00) DOLLARS PER MONTH FOR A SIX (6) MONTH TERM TO JUNE 30, 1987; WITH OPTION BY HECFI TO EXERCISE A FURTHER SIX-MONTH TERM TO DECEMBER 31, 1987.

3. THAT THE FOLLOWING HAMILTON PLACE ACCOUNTS RECEIVABLE ACCOUNTS BE WRITTEN OFF:

CALHOUN'S PLACE	$1,837.50
THE GALLERY CAFE	1,189.10
MICHAEL MORRISON (568876 ONTARIO LTD.)	2,854.06
PREMIER CONCERTS LIMITED	1,390.08
REGAL CAPITAL PLANNERS	117.00
MOUNTAIN AUTO BODY	657.02
	$8,044.76

MOTIONS CARRIED.

4. Consolidated Unaudited Operating Results for HECFI for the Ten Month Period Ended October 31, 1986

The Committee reviewed in detail the Director of Finance and Administration's report on the unaudited operating results of HECFI for the month of October, 1986 and the ten month period ended October 31, 1986. It was noted that HECFI's budgetary surplus (deficit) for the month and the ten month period were ($46,821) and $671,547, respectively.

The detail comprising these figures was as follows:

	Budgetary Surplus (Deficit) For The Month of October 1986	For The Ten Month Period Ended Oct. 31, 1986
Hamilton Convention Centre	$(17,427)	$146,277
Hamilton Place	$ 36,914	$ 72,374
Copps Coliseum	$(88,709)	$(36,920)
Corporate	$ 22,401	$489,816
	$(46,821)	$671,547

It was

MOVED by Mr. Cino, seconded by Mr. Hector

THAT THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR HECFI FOR THE TEN MONTH PERIOD ENDED OCTOBER 31, 1986 BE ACCEPTED AS CIRCULATED FOR SUBMISSION TO THE BOARD.

MOTION CARRIED.

5. Unaudited Operating Results for Central Utilities Plant for the Ten Month Period ended October 31, 1986

The Committee reviewed in detail the Director of Finance and Administration's report on the unaudited operating results of the Central Utilities Plant for the month of October and the ten month period ended October 31, 1986. It was noted that the CUP's budgetary surplus for the month and ten month period were $11,869 and $41,167, respectively.

It was

MOVED by Mr. Cino, seconded by Mr. Hector

THAT THE UNAUDITED RESULTS FOR THE CENTRAL UTILITIES PLANT FOR THE TEN MONTH PERIOD ENDED OCTOBER 31, 1986 BE ACCEPTED AS CIRCULATED FOR SUBMISSION TO THE BOARD.

MOTION CARRIED.

6. HECFI Board - Special Events Subsidy Fund

The Committee reviewed the recommendations from the HECFI Board's November 14th Regular Meeting relative to the Special Events Subsidy Fund as follows:

"THAT THE AUDIT/FINANCE COMMITTEE DETERMINE AND PROVIDE GUIDELINES FOR FACILITIES DIRECTOR(S) ON PROCEDURES FOR ACCESSING FUND - SPECIFICALLY, WHO MAY AUTHORIZE AND HOW DECISIONS ARE TO BE COMMUNICATED; AND

"THAT MANAGEMENT DEVELOP AN APPROPRIATE APPLICATION FORM THAT WOULD BE COMPLETED BY ORGANIZATIONS REQUESTING FUNDING FROM THE SPECIAL EVENTS SUBSIDY FUND."

The Committee directed that management submit a draft of the above to the Audit/Finance Committee at its next regular meeting.

7. Copps Coliseum Committee

7.1 Awarding of Contract -
Preventive Maintenance Computer System

The Committee noted that the Copps Coliseum Committee, at its meeting on November 28, 1986, approved the awarding of this contract to Honeywell Ltd. and had submitted the recommendation to the Audit/Finance Committee to recommend the method of financing.

In the Director of Copps Coliseum's absence, Mr. B. Calder reviewed for the Committee the recommendation on the awarding of the contract. It was

MOVED by Mr. Cino, seconded by Alderman Hinkley

(A) THAT THE TENDER SUBMITTED BY HONEYWELL LTD. IN THE TOTAL AMOUNT OF $18,173.00 FOR THE PROVISION OF HARDWARE AND SOFTWARE COMPONENTS OF A COMPUTERIZED PREVENTIVE MAINTENANCE SYSTEM FOR COPPS COLISEUM AND THE CENTRAL UTILITIES PLANT BE ACCEPTED; AND

(B) THAT THIS PURCHASE BE CHARGED TO WORK IN PROGRESS ACCOUNT NUMBER 0408-U32785.

NOTE: IT WAS THE MOST SUITABLE TENDER OUT OF TEN (10) RECEIVED.

MOTION CARRIED.

7.2 Awarding of Contract -
Automated Security System/
Camera Surveillance System

The Committee noted that the Copps Coliseum Committee, at its meeting on November 28, 1986, approved the awarding of this contract to ADT Security Systems and had submitted the recommendation to the Audit/Finance Committee to recommend method of financing.

It was

MOVED by Mr. Cino, seconded by Mr. Hector

(A) **THAT THE TENDER SUBMITTED BY ADT SECURITY SYSTEMS IN THE AMOUNT OF $12,100.00 FOR THE SUPPLY AND INSTALLATION OF AN AUTOMATED SECURITY SYSTEM FOR COPPS COLISEUM BE ACCEPTED;**

(B) **THAT THE TENDER SUBMITTED BY HILL'S VIDEO CENTRE IN THE TOTAL AMOUNT OF $15,303.05 FOR THE SUPPLY AND INSTALLATION OF A CAMERA SURVEILLANCE SYSTEM FOR COPPS COLISEUM BE ACCEPTED;**

(C) **THAT AN AMOUNT OF $4,720.00 BE DEDICATED FOR THE SUPPLY AND INSTALLATION OF CONDUIT NECESSARY FOR THE ABOVE INSTALLATIONS WITH THIS WORK TO BE COORDINATED BY THE CHIEF ELECTRICIAN, COPPS COLISEUM; AND**

(D) **THAT ALL OF THIS WORK BE CHARGED TO WORK IN PROGRESS ACCOUNT NUMBER 0408-U32784.**

NOTE: IT WAS THE LOWEST OF SIX (6) TENDERS RECEIVED.

MOTION CARRIED.

8. Hamilton Convention Centre Committee Approval of Conversion of Part-time to Full-Time Position - Head Porter

The Committee was advised by Mr. John A. Leuser, Director of Finance and Administration, that the Hamilton Convention Centre Committee had approved the position and same was provided for in the 1987 budget as of January 1, 1987.

The Committee noted that the position of head porter was a part-time position that needed to be converted to a full-time position and asked that the Secretary adjust the recommendation accordingly.

It was

MOVED by Alderman Hinkley, seconded by Mr. Cino

(A) THAT THE PART-TIME POSITION OF HEAD PORTER AT THE HAMILTON CONVENTION CENTRE BE CONVERTED TO A FULL-TIME POSITION;

(B) THAT A HEAD PORTER BE HIRED AS OF JANUARY 1, 1987, IN STEP 1 OF SALARY SCHEDULE 103 ($15,867.28, $16,736.72, $17,497.48, $18,257.72, $19,019.00) PER ANNUM, SUBJECT TO THE STEVENSON KELLOGG ERNST & WHINNEY COMPENSATION STUDY; AND

(C) THAT THE POSITION BE POSTED INTERNALLY BY THE DIRECTOR OF HUMAN RESOURCES OF THE CITY OF HAMILTON AND IN THE EVENT THAT A SUITABLE CANDIDATE CAN NOT BE SELECTED FROM WITHIN ORGANIZATIONS OF THE CITY OF HAMILTON, INCLUDING HECFI, THAT THE DIRECTOR OF HUMAN RESOURCES BE AUTHORIZED TO ADVERTISE THE POSTING OUTSIDE.

MOTION CARRIED.

9. Approval of Position - Account Executive, HCC/HECFI

The Director of Marketing, Mr. Fred Bogden, advised that in order to meet the new mandate that the Convention Centre emphasize the solicitation of major conventions, etc., a third sales position is required. Mr. John A. Leuser, Director of Finance and Administration, advised the Committee that the position has been provided for in the 1987 budget.

The Committee was advised that the salary level would be bottom end of Salary Schedule 106 ($23,148.84 -$27,822.08).

The Committee expressed concern that additional staff is being requested when the marketing plan has not yet been submitted. It was

MOVED by Alderman Hinkley, seconded by Mr. Hector

THAT THE REQUEST FOR THE APPROVAL OF AN ACCOUNT EXECUTIVE POSITION EFFECTIVE JANUARY 1, 1987, BE TABLED, SUBJECT TO RECEIPT OF THE MARKETING PLAN.

MOTION CARRIED.

10. Approval of Position -
Booking Coordinator/Secretary
Copps Coliseum/HECFI

After some discussion, it was

MOVED by Alderman Hinkley, seconded by Mr. Hector

(A) THAT THE PART-TIME POSITION OF BOOKING COORDINATOR/SECRETARY FOR THE MARKETING DEPARTMENT BE CONVERTED TO A FULL-TIME POSITION;

(B) THAT THE JOB FACT SHEET FOR THE POSITION OF BOOKING COORDINATOR/SECRETARY FOR THE MARKETING DEPARTMENT BE AUTHORIZED AND CLASSIFIED IN STEP 1 OF SALARY SCHEDULE 103 ($15,867.28, $16,736.72, $17,497.48, $18,257.72, $19,019.00) PER ANNUM, SUBJECT TO THE STEVENSON KELLOGG, ERNST & WHINNEY COMPENSATION STUDY; AND

(C) THAT THE POSITION BE POSTED INTERNALLY BY THE DIRECTOR OF HUMAN RESOURCES OF THE CITY OF HAMILTON AND IN THE EVENT THAT A SUITABLE CANDIDATE CAN NOT BE SELECTED FROM WITHIN ORGANIZATIONS OF THE CITY OF HAMILTON, INCLUDING HECFI, THAT THE DIRECTOR OF HUMAN RESOURCES BE AUTHORIZED TO ADVERTISE THE POSTING OUTSIDE.

MOTION CARRIED.

11. Approval of Position -
Clerk-Typist, HCC/HECFI

It was

MOVED by Mr. Cino, seconded by Mr. Hector

(A) THAT THE PART-TIME POSITION OF CLERK-TYPIST FOR THE MARKETING DEPARTMENT BE CONVERTED TO A FULL-TIME POSITION;

(B) **THAT THE JOB FACT SHEET FOR THE POSITION OF CLERK-TYPIST FOR THE MARKETING DEPARTMENT BE AUTHORIZED AND CLASSIFIED IN STEP 1 OF SALARY SCHEDULE 103 ($15,867.28, $16,726.72, $17,497.48, $18,257.72, $19,019.00) PER ANNUM, SUBJECT TO THE STEVENSON KELLOGG ERNST & WHINNEY COMPENSATION STUDY; AND**

(C) **THAT THE POSITION BE POSTED INTERNALLY BY THE DIRECTOR OF HUMAN RESOURCES OF THE CITY OF HAMILTON AND IN THE EVENT THAT A SUITABLE CANDIDATE CAN NOT BE SELECTED FROM WITHIN ORGANIZATIONS OF THE CITY OF HAMILTON, INCLUDING HECFI, THAT THE DIRECTOR OF HUMAN RESOURCES BE AUTHORIZED TO ADVERTISE THE POSTING OUTSIDE.**

MOTION CARRIED.

12. Marketing - Approval to Purchase Portable Display Unit

The Committee reviewed the recommendation from Mr. Fred Bogden, Director of Marketing, to purchase one complete "Instand By Spectralite 70 Limited" Portable Display Unit at a cost of $13,495.62. The Committee asked that management reassess the total order with a view to bringing the cost down to under $10,000.

13. Requests for Funding from Special Events Subsidy Fund

13.1 Hamilton Area Challenge Square Dancers - Hamilton Convention Centre

The Committee expressed concern that this organization, if approved for subsidization this year, would expect approval for further requests in subsequent years. Mr. Hector suggested that in future, requests be made well in advance of the event. Alderman Hinkley stated that on the application form requesting funding from the Special Events Subsidy Fund that it be made clear that current subsidization does not guarantee future funding from the Fund. It was

MOVED by Mr. Cino, seconded by Alderman Hinkley

(A) THAT THE FACILITY CHARGES IN THE AMOUNT OF $12,849.00 FOR USE OF THE HAMILTON CONVENTION CENTRE BY THE HAMILTON AREA CHALLENGE SQUARE DANCERS IN RESPECT OF THEIR ANNUAL CONVENTION ON NOVEMBER 6 - 8, 1986, BE RECOVERED FROM THE SPECIAL EVENTS SUBSIDY FUND;

(B) THAT THIS ORGANIZATION BE ADVISED THAT APPROVAL OF THIS REQUEST FOR SUBSIDIZATION DOES NOT GUARANTEE FUTURE FUNDING FROM THE SPECIAL EVENTS SUBSIDY FUND; AND

(C) THAT FUTURE REQUESTS FOR SUBSIDIZATION BE SUBMITTED BY THE ORGANIZATION ON AN APPROVED HECFI APPLICATION FORM WELL IN ADVANCE OF THE EVENT.

MOTION CARRIED.

13.2 Ontario Association of the Homes for the Aged Convention - Hamilton Convention Centre

The Committee noted that there was no accounts receivable outstanding in respect of this event and after some discussion, it was

MOVED by Mr. Cino, seconded by Mr. Hector

THAT THE FACILITY CHARGES IN THE AMOUNT OF $10,000.00 FOR USE OF THE HAMILTON CONVENTION CENTRE BY THE ONTARIO ASSOCIATION OF THE HOMES FOR THE AGED IN RESPECT OF THEIR CONVENTION ON SEPTEMBER 14 - 17, 1986, NOT BE RECOVERED FROM THE SPECIAL EVENTS SUBSIDY FUND.

NOTE: THE COMMITTEE DENIED THE REQUEST FOR FUNDING FROM THE SPECIAL EVENTS SUBSIDY FUND SINCE:

(i) MANAGEMENT DID NOT ADDRESS THE COMMITTEE'S PREVIOUS STIPULATION THAT STAFF INDICATE WHAT COMMITMENTS FOR SUBSIDIZATION, IF ANY, HAD BEEN MADE TO THE ORGANIZATION; AND

(ii) IT'S APPROVAL WOULD HAVE THE EFFECT OF INCREASING THE HAMILTON CONVENTION CENTRE'S SURPLUS FOR 1986.

MOTION CARRIED.

13.3 Pollution Control Association of Ontario - Hamilton Convention Centre

The Committee noted that there was no accounts receivable outstanding in respect of this event and after review of the recommendation, it was

MOVED by Mr. Cino, seconded by Alderman Hinkley

THAT THE FACILITY CHARGES IN THE AMOUNT OF $3,620.00 FOR USE OF THE HAMILTON CONVENTION CENTRE BY THE POLLUTION CONTROL ASSOCIATION OF ONTARIO IN RESPECT OF THEIR ANNUAL CONVENTION ON APRIL 28 AND 29, 1986, NOT BE RECOVERED FROM THE SPECIAL EVENTS SUBSIDY FUND.

NOTE: THE COMMITTEE DENIED THE REQUEST FOR FUNDING FROM THE SPECIAL EVENTS SUBSIDY FUND SINCE:

(i) MANAGEMENT DID NOT ADDRESS THE COMMITTEE'S PREVIOUS STIPULATION THAT STAFF INDICATE WHAT COMMITMENTS FOR SUBSIDIZATION, IF ANY, HAD BEEN MADE TO THE ORGANIZATION; AND

(ii) IT'S APPROVAL WOULD HAVE THE EFFECT OF INCREASING THE HAMILTON CONVENTION CENTRE SURPLUS FOR 1986.

MOTION CARRIED.

13.4 The Association of Central Canada Broadcast Engineers - Hamilton Convention Centre

The Committee noted that there was no accounts receivable outstanding in respect of this event and it was

MOVED by Alderman Hinkley, seconded by Mr. Hector

THAT THE FACILITY CHARGES IN THE AMOUNT OF $16,250.00 FOR USE OF THE HAMILTON CONVENTION CENTRE BY THE ASSOCIATION OF CENTRAL CANADA BROADCAST ENGINEERS IN RESPECT OF THEIR CONVENTION ON NOVEMBER 11 TO 13, 1986 NOT BE RECOVERED FROM THE SPECIAL EVENTS SUBSIDY FUND.

NOTE: THE COMMITTEE DENIED THE REQUEST FOR FUNDING FROM THE SPECIAL EVENTS SUBSIDY FUND SINCE:

(i) MANAGEMENT DID NOT ADDRESS THE COMMITTEE'S PREVIOUS STIPULATION THAT STAFF INDICATE WHAT COMMITMENTS FOR SUBSIDIZATION, IF ANY, HAD BEEN MADE TO THE ORGANIZATION; AND

(ii) IT'S APPROVAL WOULD HAVE THE EFFECT OF INCREASING THE HAMILTON CONVENTION CENTRE SURPLUS FOR 1986.

MOTION CARRIED.

14. Telephone/Mail Room Service Fees

The Committee received for information the report from Mr. John A. Leuser, Director of Finance and Administration, relative to the proposed increases to the Telephone/Mail Order Services fees, effective January 1, 1987. It was

MOVED by Mr. Cino, seconded by Mr. Hector

THAT THE INFORMATION REPORT RELATIVE TO THE PROPOSED INCREASES TO THE TELEPHONE/MAIL ORDER SERVICE FEES, EFFECTIVE JANUARY 1, 1986, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

15. Next Meeting

The next regular meeting of the Audit/Finance Committee is scheduled for Wednesday, January 14, 1987, time to be determined.

16. Adjournment

The meeting adjourned at 2:00 p.m.

It was

MOVED by Mr. Cino, seconded by Mr. Hector

THAT THE MEETING BE ADJOURNED.

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

_____

Dr. C. Bart, Acting Chairman

_____

Mrs. Joan M. Mills, Secretary

Attachment 6.1

Status of NHL Coming to Copps Coliseum

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

MEMO TO: HECFI BOARD OF DIRECTORS

FROM: Brian K. Conacher
Managing Director/CEO

DATE: January 7, 1987

SUBJECT: **STATUS OF N.H.L. COMING TO COPPS COLISEUM**

The attached article appeared in the December, 1986 issue of a sports magazine called "MVP".

I believe this article quite accurately reviews the status to date and therefore provides good background information and understanding.

At the HECFI Board of Directors Meeting on December 12, 1986 it was requested that the NHL Negotiating Committee meet to discuss our continuing strategy to attract an NHL hockey team to move to Copps Coliseum and the Hamilton area.

I would ask that the Chairman of the NHL Negotiating Committee, Mr. Braley, instruct Ms. Pat Bennett of the date of such a meeting and she will set it up.

Respectfully submitted,

Brian K. Conacher
Managing Director/CEO

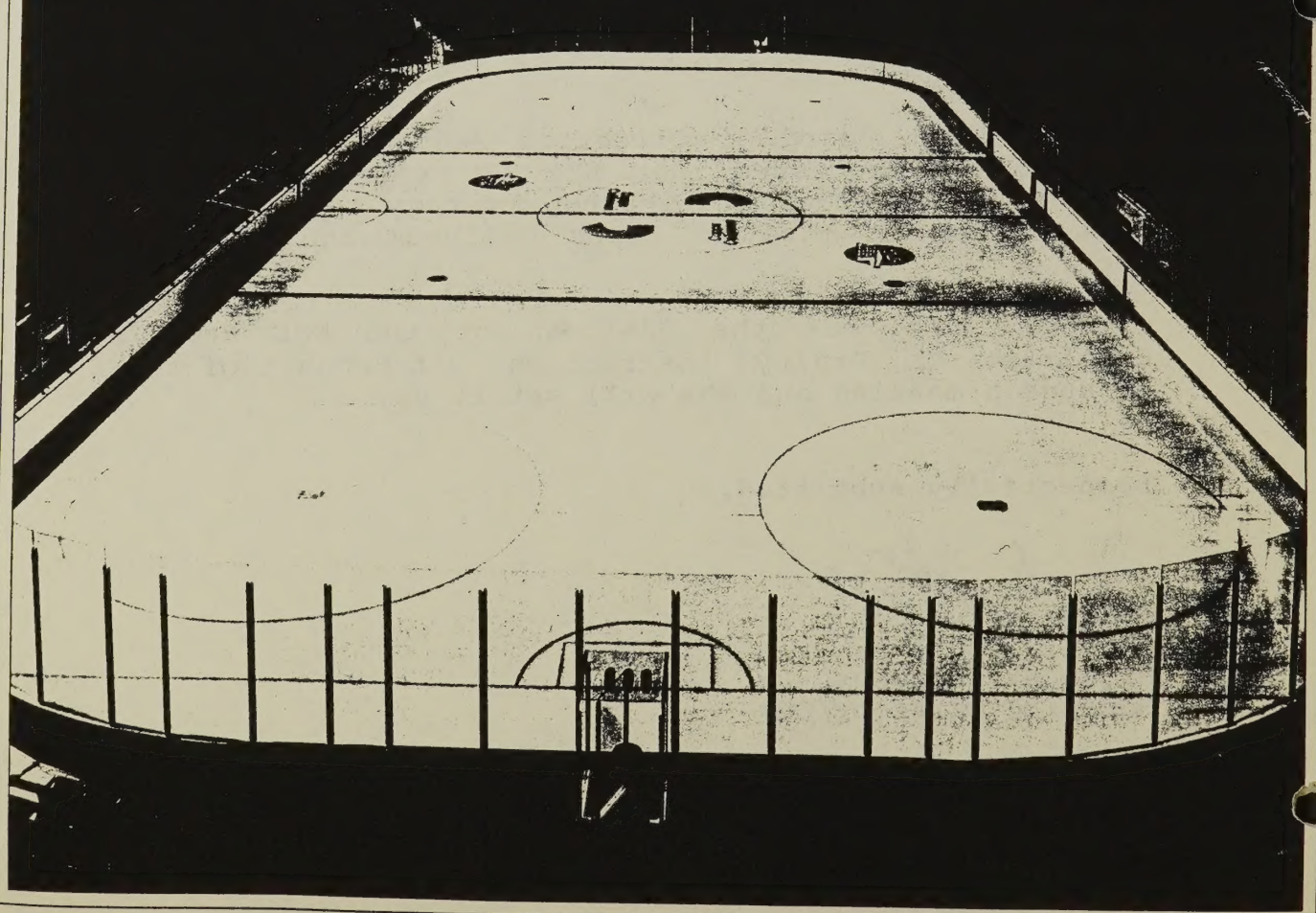
Attachment

STEEL CITY DREAMS

Hamilton has everything it needs to get into the NHL —everything but a team BY GERRY SHIKATANI

Maybe another year, year and a half. Hamilton's going to come up with an NHL team. The Americans are dying out."

Patsy Brandino tells me this as he sits back after the dinner he'd cooked up for himself and his wife in the snack bar the two have been running for 37 years. Located on James Street North, in a funky, ethnic part of Hamilton, Patsy's Coffee Shop (don't believe the sign saying "Billiards") has more character than new retro-style neighbourhood bars can ever pretend to have. Step back in time here—faded old blue Pepsi sign, big storefront windows, and inside, two walls like a personal museum of Patsy's old boxing pictures and clippings.



PHOTOGRAPHY BY JIM WILEY

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You see, Patsy Brandino, local kid who began boxing at 8, became fifth-ranked contender for the welterweight championship of the world back in the '40s. Now, locals and old-time boxers come to Patsy's for burgers, sandwiches and beer—Steeler beer for sure, Hamilton's new local brew. Brandino's proudly Hamiltonian.

He just can't see how they're going to deny Hamilton the NHL now that it owns a lavish new arena. "That's what it was built for," he says. And whether it's Patsy or Ron Weston, who's been selling sporting goods close by for nearly as long, or a couple of your average sports fans down at a local watering hole, it's the same. They think the NHL's just around the corner and Hamilton will be one of the best franchises on skates. That's confidence for you. Proud folk.

Weston tells me that "this town's starved for entertainment" that "roller derby brought in 15,000 fans." Over at Don Cherry's Grapevine (yeah, *that* Don Cherry, hockey fans) Bill Jensen states flatly, "People want it here, eh? We've waited so long for something." His pal, Bob Barlow, says,"The team'd be the Dallas Cowboys of the NHL—like they'd be Canada's team." Proud.

And to see the new Victor K. Copps Trade Centre/Arena, even to a stranger, especially from neighbouring, oh-so-trendy Toronto, it's understandable Hamilton residents can't seem to keep their flags stuffed in their pockets.

The Copps Coliseum, as it's commonly called, is one of the finest arenas in Canada—doubtless the country's *au courant* model: climate-controlled, excellent acoustically, and with two tiers holding 17,300 colour-co-ordinated seats, all with excellent sight lines and all—in a properly progressive act, removable to integrate wheelchairs anywhere. Major league all the way. In all respects that is, except one: there's no NHL hockey to fill it and it's questionable whether there ever will be.

You see, while a strong case can be made for Hamilton, it simply *isn't* a shoo-in to get the necessary approval from NHL governors, the gentlemen who can block a franchise transfer or stall expansion plans.

Many owners of U.S. clubs complain that Canadian clubs are poor draws in their rinks. Fact is, no matter what we in Canada think, Winnipeg, Calgary, let

Burned twice already, city officials now believe expansion will be their likely route.

alone Hamilton, don't have the big-league ring in the ears of American sports fans. Milwaukee and San Diego, they're not. This mind-set puts Hamilton on the same backwoods map as say, Muskegon and Amarillo.

Toronto promoter Bill Ballard, the son of Maple Leafs' owner Harold Ballard, has actively pursued an NHL franchise for Hamilton, but even he puts it this way: "Just because people build an arena, the NHL doesn't have to put a team in there. Some Canadians have this idea that we have this God-given right to tell the NHL what to do. Taking off my little beaver hat and looking at it logically, the marketing of the NHL has to be concentrated in the U.S."

Says his dad Harold, a firm believer in Canadian hockey, who once proposed a Canadian division: "The American owners sort of look down at Canadian teams and would rather have an American team. They've got everything under their control. Now, they're talking about taking the Hall of Fame away."

How does a city acquire a team? Through expansion, which requires a three-quarters majority approval of the NHL's Board of Governors; or relocation of an existing team, which has required unanimous approval, although Calgary Flames' governor Cliff Fletcher hints that too might be reduced to three-quarters. If, however, there's an infringement of an existing team's 50-mile-radius territorial limit rights, that team might be granted veto power, saleable for indemnification payment.

Hamilton will take either route gladly, naturally, and some near misses through relocation have encouraged optimism. Three or four cases had been serious and in two conditional arrangements had been made before the teams (Pittsburgh and St. Louis?) resolved their problems. In one case, letters of intent to come to Hamilton had been signed.

Last season, a group led by Toronto businessman Michael Gobuty, a one-time Winnipeg Jets' shareholder, failed in a bid to buy the St. Louis Blues. Since that time Blues' owner Harry Ornest has sold the club to local interests in St. Louis, reportedly for $19 million U.S. "We tried, but just couldn't do it. It's no use banging your head against the wall."

Bill Ballard and Michael Cohl of CPI (Concert Productions International) made a stab with Pittsburgh in 1985. "We were working for Mr. DeBartolo [Penguins' owner Edward J. DeBartolo Jr.]. He was very much looking to move to Hamilton." However, DeBartolo settled problems he was having at the Pittsburgh arena; and with the arrival of Mario Lemieux, Pittsburgh's status has improved. (Pittsburgh general manger Eddie Johnston was recently quoted as saying: "If it wasn't for Mario Lemieux we'd be in Hamilton now.") Now Ballard and Cohl have switched their intentions to bringing an NBA franchise to Toronto.

Previously, New Jersey had also looked promising and owner John J. McMullen had flown into Hamilton, according to David Braley, chairman of the board of the Hamilton Entertainment and Convention Facilities Incorporated (HECFI), a city-appointed management group responsible for the arena and its hand-holding neighbours, Hamilton Place and the Convention Centre. "We had meetings and I've been to New York on more than one occasion." But things there have stabilized.

At the same time, most would-be investors are discouraged by the enormous costs of relocation: the purchase price (a recent survey in *Fortune* magazine says the value of an NHL franchise is at least $10 million U.S.); transfer fees to the league; plus indemnification payments (at least a few million) and past debts.

Hamilton investors and officials now feel the likeliest route to the NHL will be via expansion. The problem, though, is that for now, the NHL has placed expansion on the back burner, intent on stabilizing the league. The league governors have an on-going advisory committee reporting on the feasibility of expansion and after last December's

has developed a strong affection for Hamilton." It's a great place—a great hockey city. I used to take senior and junior hockey teams there—the rivalry was terrific."

Of course, he expects payment for infringement on his territorial rights and about five years ago told Hamilton he'd settle for $1 in exchange for improvements to the Ti-Cats' home, Ivor Wynne Stadium. The city didn't respond.

A Hamilton team would also create a three-city rivalry including Buffalo, although hockey has been in decline there and some governors fear Hamilton might further de-stabilize Buffalo. Conacher estimates that Buffalo could lose about 4,000 Ontario subscribers to a Hamilton team, yet, he feels three teams could succeed. But Buffalo's proximity would raise a territorial rights question. Its city limits measure almost 50 miles from Hamilton's. League bylaws use the term 'city limits' according to Brian O'Neill, the NHL's executive vice-president, and Hamilton could infringe on both Toronto and Buffalo's territory—and have to pay both. "Teams can appeal," is O'Neill's word.

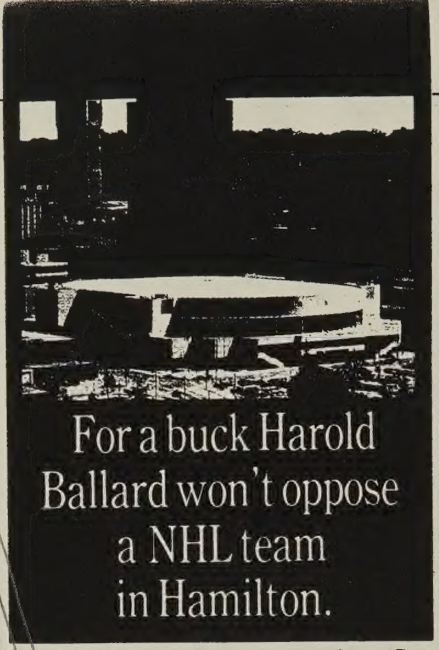
At any rate, some form of compensation would result. When New Jersey fell into the New York Rangers' territory, the Devils also had to pay the Islanders and Philadelphia what Bill Torrey terms "a percentage of media sales."

Less costly would be Conacher's lushly imagined solve-all solution: "Move the Sabres to Hamilton," he says.

That's pretty unlikely, of course. More likely, according to several insiders, is that if the league expands, it will be by three, creating four six-team divisions—exactly what former NHL president Clarence Campbell once envisioned. That's also pictured by some current governors, Fletcher reveals—though possibly, not at once.

Conacher, among others in Hamilton, feels that it would be one of the three—a token concession to Canada, making the U.S.-Canada distribution 16-8.

If the league wants a strong franchise, Hamilton could be that. It's one of Canada's best sports towns, with a long hockey past rich with legends its American counterparts could never match. A Hamilton team would draw well across Canada. It's simple dollars and cents after that, and it's also quite simply in the best interests of hockey.



For a buck Harold Ballard won't oppose a NHL team in Hamilton.

"Why'd they want to go into San Francisco?" puzzles Bob Barlow back at Don Cherry's Grapevine. A swig of beer, a turn to Bill Jensen, who adds, "They don't watch hockey in the south where it's always warm, eh?"

Buddies Jensen and Barlow say almost in union, "It's a big league town—you can see with the new office towers. Down in Toronto, they think we carry lunch pails all the time."

By Lloyd Jackson Square, downtown, the breast-beating goes on: "Hamilton Has It!" is the catchy phrase up in the air. It's convincing. Hamilton's become a contemporary city. Paradoxically, the place retains a provincial town character that gives it a gutsy heart, probably making it a *better* sports city than Toronto.

But that won't get Hamilton its franchise. It might eventually get one, but only when the NHL decides it can no longer tolerate the tarnished image more weak U.S. clubs will bring.

Brian Conacher, when struck by a speculative and visionary fancy, lays out the NHL's future: Hamilton is in the east of an eight-team Canadian division whose champion will play the U.S. division winners for North American supremacy; and in May, the titlists play the European champions for the Stanley Cup.

Back in Brandino's bar, Patsy tells me, as he fingers his glasses perched on a nose sculpted by punches, "This is what we've been waiting for. I don't think Hamilton will get shut out." **END**

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HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, February 13, 1987
9:ØØ A.M.
Copps Coliseum Board Room

AGENDA

1.	**Chairman's Remarks**	
2.	**Minutes of January 23, 1987 Regular Meeting**	Attachment 2
2.1	Errors or Omissions	
2.2	Motion for Approval	
3.	**Minutes of January 23, 1987 Annual Meeting**	Attachment 3
3.1	Errors or Omissions	
3.2	Motion for Approval	
4.	**Business Arising From the Minutes**	
4.1	Hamilton Performing Arts Foundation	Attachment 4.1
4.2	Ex-Officio Voting Privileges	Attachment 4.2
5.	**Report From the Director of Marketing**	
6.	**Committee Reports/Minutes**	
6.1	Copps Coliseum Committee First Report	Attachment 6.1
6.1.1	Copps Coliseum Committee Minutes of January 12, 1987	Attachment 6.1.1

6.2	Hamilton Convention Centre Committee First Report	Attachment 6.2
6.2.1	Hamilton Convention Centre Committee Minutes of January 9, 1987	Attachment 6.2.1
6.3	Audit & Finance Committee First Report	Attachment 6.3
6.3.1	Audit & Finance Committee Minutes of January 14, 1987	Attachment 6.3.1

7. **New Business**

7.1	In-Camera Process	Attachment 7.1
7.2	Expansion of Administration Office (Phase 1) Tender	Circulated at Meeting
7.3	Addition of Mr. David Braley to N.H.L. Committee	Verbal
7.4	Arts Task Force	Attachment 7.4

8. **Other Business**

9. **Date of Next Meeting**

March 13, 1987
9:ØØ A.M.
Copps Coliseum Board Room

1Ø. **Adjournment**

Patricia Bennett
Secretary to the Board
February 9, 1987

Attachment 2

2. Minutes of January 23, 1987 Regular Meeting

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, January 23, 1987
9:ØØ A.M.
Copps Coliseum Board Room

MINUTES OF REGULAR SESSION

PRESENT:	Alderman B. Hinkley, Chairman of the Board
	Mr. T. Yates, First Vice Chairman
	Alderman J. Gallagher, Second Vice Chairman
	Mayor R. Morrow
	Alderman T. Murray
	Alderman R. Wheeler
	Mr. D. Braley
	Mr. T. Casey
	Mr. S. Cino
	Mr. D. Hector
	Dr. C. Bart
	Mr. D. Beattie
	Mr. N. Levitt
	Mr. W. McFarland
ALSO PRESENT:	Mr. B. Conacher
	Mr. J. Leuser
	Mr. F. Bogden
	Mr. W. Penfold
	Mr. T. Burrows
	Mr. J. Crane
	Ms. P. Bennett
MEDIA:	Mr. S. McNeil, The Spectator
	Mr. B. Ireland, CHCH T.V.
	Mr. L. Myer, CHML

1. Chairman's Remarks

Chairman Hinkley opened the meeting expressing his appreciation to Mr. David Braley for his years of service to the Board and to the Hamilton Convention Centre Board, stating that Mr. Braley has done a great service to the community and demonstrated great leadership. Alderman Hinkley stated that "we all owe David Braley a debt of gratitude."

The Secretary confirmed that Board Members had been properly notified and the meeting was duly constituted for business.

In-Camera Session

The following motions were carried during the In-Camera Session:

THE IN-CAMERA SESSION BE CONVENED.

THE JANUARY 19, 1987 REPORT, REPLACEMENT OF ARENA FLOOR, SUBMITTED BY THE DIRECTOR OF COPPS COLISEUM BE RECEIVED FOR INFORMATION.

THE IN-CAMERA MARKETING REPORT BE RECEIVED FOR INFORMATION.

THE JANUARY 12, 1987 COPPS COLISEUM COMMITTEE IN-CAMERA REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION BE ENDORSED:

> THAT NO ACTION BE TAKEN ON THE WRITTEN REQUEST FROM THE MULTIPLE SCLEROSIS SOCIETY OF CANADA TO REDUCE THE BASIC BUILDING FEE OF $6,000. TO $3,000. IN ORDER THAT THIS ORGANIZATION CAN SPONSOR A SKATE-A-THON IN COPPS COLISEUM.

THE COPPS COLISEUM COMMITTEE IN-CAMERA MINUTES OF NOVEMBER 28, 1986 BE RECEIVED FOR INFORMATION.

THE HAMILTON CONVENTION CENTRE COMMITTEE IN-CAMERA MINUTES OF NOVEMBER 27, 1986 BE RECEIVED FOR INFORMATION.

THE AUDIT & FINANCE COMMITTEE SIXTEENTH IN-CAMERA REPORT OF JANUARY 14, 1987 BE APPROVED AND THE FOLLOWING RECOMMENDATIONS BE ENDORSED:

THAT THE ASSISTANT CHIEF STEWARD BE APPOINTED ACTING CHIEF STEWARD AT STEP 1 OF THE CHIEF STEWARD'S SALARY SCHEDULE 105 ($20,432.36, $21,518.64, $22,496.76, $23,474.36, $24,453.00) PER ANNUM, SUBJECT TO THE STEVENSON KELLOGG ERNST & WHINNEY COMPENSATION STUDY.

THAT THE SENIOR STEWARD BE APPOINTED ACTING ASSISTANT CHIEF STEWARD AT STEP 1 OF THE ASSISTANT CHIEF STEWARD'S SALARY SCHEDULE 103 ($15,867.28, $16,736.72, $17,497.48, $18,257.72, $19,019.00) PER ANNUM, SUBJECT TO THE STEVENSON KELLOGG ERNST & WHINNEY COMPENSATION STUDY.

THE AUDIT & FINANCE COMMITTEE IN-CAMERA MINUTES OF DECEMBER 3, 1986 BE RECEIVED FOR INFORMATION.

THE IN-CAMERA SESSION BE ADJOURNED.

2. Minutes of December 12, 1987

2.1 Errors or Omissions

It should be noted that the Chairman also announced the reappointment of Mr. T. Yates to the Board of Directors for a three year term and that Mr. Casey's name had been spelled incorrectly in the report.

2.2 Motion for Approval

MOVED by Mr. Yates, seconded by Mr. McFarland that

THE MINUTES OF JANUARY 23, 1987 BE APPROVED.

MOTION CARRIED.

3. Business Arising From the Minutes

3.1 Promotion - Football Hall of Fame

A lengthy discussion took place with respect to the Director of Marketing's January 20th report in which it is recommended that HECFI's involvement in the promotion of The Canadian Football Hall of Fame be reviewed in twelve months' time, and advising that at this time, current marketing responsibilities and limited staff precludes input. Aldermen Murray and Gallagher requested further explanation and background, stressing the importance of the issue. Mr. Braley also spoke of the importance of outside assistance to the Hall of Fame suggesting the possibility of HECFI's hiring a part time person on a short

term basis in order to accomplish this. As well, Mr. Braley offered his personal assistance to the Hall of Fame Committee. Both Mayor Morrow and Chairman of the Hall of Fame Committee, Alderman Murray, thanked Mr. Braley stating that his assistance would be greatly appreciated. Alderman Wheeler and Dr. Bart spoke at length of HECFI's prime responsibilities to market and promote its three facilities keeping current resources in mind. Alderman Wheeler suggested that if in conjunction with a Football Hall of Fame event there was a convention involved, mechanics could be such that HECFI could become involved but that until such time as HECFI's own marketing and promotion was on stream, new projects should not be undertaken. The Director of Marketing stated that he recognized the importance of the promotion the Football Hall of Fame and expressed willingness to take on the project but that based on current demands he could not. The Managing Director pointed out that HECFI's budget has been trimmed and that funding for this promotional work does not exist in the 1987 HECFI budget.

The Board agreed that this issue be referred back to the Executive Committee for further discussion and that the Chairman of the Executive Committee confer with the Executive of the Hall of Fame. As well, it was

MOVED by Mr. Braley, seconded by Alderman Wheeler that

MANAGEMENT BE DIRECTED TO FIND WAYS AND MEANS IN WHICH HECFI COULD ASSIST THE FOOTBALL HALL OF FAME.

MOTION CARRIED.

3.2 Status Report on Hamilton Performing Arts Foundation

Mr. Hector reviewed the background information stating that the Members/Directors of the Hamilton Performing Arts Foundation Inc. are now the Members/Directors of HECFI. Mr. Hector stated that the Hamilton Place Committee have directed management to review the retail sales tax legislation in respect of HECFI becoming a charitable organization and to review possible problems which may occur in accounting and financial reporting. The Managing Director advised that he and the Director of Hamilton Place have met with legal counsel who has advised that HECFI should apply for charitable status and that agreements to co-produce or co-promote should be completed through HECFI in conjunction with the Foundation.

Mr. Burrows suggested that the Board of Directors formally thank the former Members/Directors of the Foundation.

It was clarified that in accordance with the Hamilton Place Committee's directive to management, Mr. Burrows will circulate: i) a copy of HPAFI By-Laws and the amendment to By-Law #1; ii) a copy of Procedures and Guidelines for Student Scholarships; and iii) a management report regarding proposed accounting policies and procedures and a suggested form for presentation of financial statements/information that incorporates HPAFI production activity.

It was agreed that a meeting of the Foundation Board of Directors will take place February 13th, 1987, either preceding or following the HECFI meeting of the Board. A separate agenda will be circulated.

4. Report From the Director of Marketing

The Director of Marketing reported that he has been absent from work on sick leave; that he is still under a physician's care and that he will do his best to perform his duties in his present state. Mr. Bogden stated that he regretted his illness precluded his absence at the last Board meeting. It was

MOVED by Alderman Gallagher, seconded by Alderman Murray that

THE MARKETING REPORT BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

Mr. Braley noted that the Marketing Report dealt mainly with the Hamilton Convention Centre and restated HECFI's responsibility to market/promote all three facilities.

Considerable discussion took place with respect to the possibility/feasibility of establishing a Marketing Sub-Committee in order that the Director of Marketing receive the Board's direction. The Director of Marketing welcomed this suggestion stating that he needs the assistance of the Board's direction, similar to that received by the other facility directors. The Board considered appointing a Marketing Committee immediately as well as to instruct management to develop a report on the structure of such a committee. The Managing Director stated that this would pre-empt management's responsibility. Dr. Bart agreed stating that what was needed was a 1987 Marketing Plan as quickly as possible; that if management is incapable of completing this then the Board should be made aware and whatever actions are necessary should then be taken. The Managing Director responded stating that

plans for the 1987 Business Plan commenced with the budget process, shortly after Labour Day, 1986; that he has advised all of the directors of the importance of the completion of this on a timely basis; that the 1987 Business Plan has been awaiting the 1987 Marketing Plan since the middle of October; that the Director of Marketing will present the first draft of the 1987 Marketing Plan no later than next Wednesday, January 28th; that he shared the Board's concern; that results are needed as quickly as possible. It was

MOVED by Dr. Bart, seconded by Mr. Yates that

MANAGEMENT PREPARE AND PRESENT AT THE NEXT MEETING OF THE BOARD, THE 1987 BUSINESS PLAN.

MOTION CARRIED.

The Managing Director stated that he cannot assemble the Business Plan until he receives the 1987 Marketing Plan.

Alderman Cowell entered the meeting at 10:30 a.m.

MOTION by Alderman Gallagher, seconded by Mr. Cino that

THE REGULAR SESSION OF THE MEETING BE TEMPORARILY ADJOURNED AND THE BOARD COMMENCE THE IN-CAMERA SESSION. (10:30 A.M.)

MOTION CARRIED.

The meeting reconvened at 1:15 p.m.

5. Committee Reports/Minutes

MOVED by Alderman Murrary, seconded by Alderman Gallagher that

THE COPPS COLISEUM COMMITTEE TENTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION BE ENDORSED:

> **THAT THE QUOTATION RECEIVED FROM J. J. ELLIOTT MECHANICAL LTD., IN THE TOTAL AMOUNT OF $18,193.00. INCLUDING ALL TAXES, FOR THE SUPPLY AND INSTALLATION OF MODIFICATIONS TO THE CHILLED WATER PIPING SYSTEM AT THE CENTRAL UTILITIES PLANT BE ACCEPTED, AND THAT THE AUDIT AND FINANCE COMMITTEE RECOMMEND THE METHOD OF FINANCING.**

MOTION CARRIED.

The following items were received for information:

(i) The report entitled Exterior Electronic Signage submitted by the Director of Copps Coliseum;
(ii) The Status Report on Confirmed Events at Copps Coliseum - January to April 1987 submitted by the Director of Marketing;
(iii) The Consolidated Unaudited Operating Results for Copps Coliseum for the Eleven Month Period Ended November 30, 1987;
(iv) The Unaudited Operating Results for the Central Utilities Plant for the Eleven Month Period Ended November 30, 1986;
(v) The Director of Copps Coliseum was instructed to make a recommendation to the HECFI Board of Directors on the merit of the roof identification, once he secures a detailed cost proposal from the manufacturers of the roof material;
(vi) The report submitted by the Director of Copps Coliseum;
(vii) The Director was instructed to contact the Culture and Recreation Department for them to determine what day(s) and time(s) they require for minor hockey championships in relation to the Board's approval to set aside one free day per year at Copps Coliseum for this purpose;
(viii) The Director to contact Volume Services in respect of the height of the condiment tables and wheelchair patrons;
(ix) Volume Services and HECFI management to meet January 19th with respect to the liquor licence and beer sales at Copps Coliseum;
(x) The Secretary was directed to place the issue of the use of the Private Boxes on the next meeting's agenda in order that the HECFI policy may be clarified.

5.1.1 Copps Coliseum Committee Minutes of November 28, 1986

MOVED by Alderman Gallagher, seconded by Alderman Murray that

THE COPPS COLISEUM COMMITTEE MINUTES OF NOVEMBER 28, 1986 BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

Alderman Gallagher raised the issue of food and beverage in the VIP lounge for events that are designated as special events. It was reported that Volume Services was going to disallow free food and beverage to be brought into the building for the Winterfest event, which is contrary to the signed agreement.

It was agreed that the Director of Copps Coliseum will review the situation with the management of Volume Services and will clarify the terms of the agreement.

5.2 Hamilton Place Committee Tenth Report

MOVED by Mr. Hector, seconded by Mr. McFarland that

THE HAMILTON PLACE COMMITTEE TENTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

> **THAT MR. ROBERT ELLISON CONTINUE AS A MEMBER OF THE BOARD OF THE HAMILTON AND REGION ARTS COUNCIL AND ACCEPT THE VICE-PRESIDENCY OF THAT BOARD, IF ELECTED.**
>
> **THAT $30,000. BE CREDITED TO THE NEW FACES '86 SUMMER MUSICALS ACCOUNT FROM THE RESERVE FOR INNOVATIVE PROGRAMMING.**
>
> **THAT OFFICERS OF THE HAMILTON PERFORMING ARTS FOUNDATION INC. INCLUDE: CHAIRMAN, VICE-CHAIRMAN, ELECTED BY THE NEW FOUNDATION BOARD - AND THAT BRIAN CONACHER BE APPOINTED CHIEF EXECUTIVE OFFICER; JOHN LEUSER BE APPOINTED TREASURER AND THAT THOMAS BURROWS BE APPOINTED AND CONTINUE AS SECRETARY.**

MOTION CARRIED.

Note: The Board reviewed the motion with respect to the Reserve for Innovative Programming and it was clarified that the Audit & Finance Committee have approved the recommendation.

The following items were received for information:

(i) Mr. Burrows and Mr. Conacher are negotiating a compromise arrangement with respect to the IATSE Collective Agreement, Clause 5.2;

(ii) The Hamilton Place presentation of Lord of the Rings resulted in a $25,000. loss during the third week of December;

(iii) The Committee expressed its concern with respect to the absence of a Marketing Report and requested the Director to discuss the concerns with the Director of Marketing.

5.2.1 Hamilton Place Committee Minutes of November 2Ø, 1986

MOVED by Mr. Hector, seconded by Mr. McFarland that

THE HAMILTON PLACE COMMITTEE MINUTES OF NOVEMBER 2Ø, 1986 BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

5.3 Hamilton Convention Centre Committee Tenth Report

MOVED by Mr. Yates, seconded by Mr. Casey that

THE HAMILTON CONVENTION CENTRE COMMITTEE TENTH REPORT BE APPROVED.

MOTION CARRIED.

The following items were received for information:

(i) The Director's Report for November/December 1986;
(ii) The Lighting Maintenance Contract was forwarded to the Audit & Finance Committee for information only;
(iii) The MacNab Arms Restaurant issue was tabled pending the decision by City Council.

5.3.1 Hamilton Convention Centre Committee Minutes of November 27, 1986

MOVED by Mr. Yates, seconded by Mr. Casey that

THE HAMILTON CONVENTION CENTRE COMMITTEE MINUTES OF NOVEMBER 27, 1986 BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

5.4 Audit & Finance Committee Sixteenth Report

MOVED by Mr. McFarland, seconded by Mr. Cino that

THE AUDIT & FINANCE COMMITTEE SIXTEENTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS BE ENDORSED:

THAT THE QUOTATION RECEIVED FROM J. J. ELLIOTT MECHANICAL LTD., IN THE TOTAL AMOUNT OF $18,193.00. INCLUDING ALL TAXES, FOR THE SUPPLY AND INSTALLATION OF MODIFICATIONS TO THE CHILLED WATER PIPING SYSTEM AT THE CENTRAL UTILITIES PLANT BE ACCEPTED AND THAT THIS PURCHASE BE FINANCED FROM WORK IN PROGRESS EXPENDITURE ACCOUNT 0408-K52762 (REVISIONS TO CHILLED WATER SYSTEM).

THAT THE CITY'S EXECUTIVE COMMITTEE BE REQUESTED TO AUTHORIZE AN ADDITIONAL $53,600. IN FUNDING TO HECFI'S OPERATING BUDGET TO COVER ANTICIPATED 1987 BUDGET SHORTFALLS OF $46,000. FOR INSURANCE COSTS AND $7,600. IN REALTY TAXES FOR HAMILTON PLACE.

Note: Due to budget time constraints, this item was forwarded to the City's Executive Committee meeting of January 22, 1987 by the Director of Finance and Administration on the approval of Mr. David Braley, Chairman of the Board, Mr. Webb McFarland, Chairman of the Audit & Finance Committee and Alderman Brian Hinkley, First Vice-Chairman of the Board and a member of the City's Executive Committee.

MOTION CARRIED.

The following items were received for information:

(i) The Consolidated Operating Results for HECFI for the Eleven Month Period ended November 30, 1986;
(ii) The Unaudited Operating Results for CUP for the Eleven Month Period ended November 30, 1986;
(iii) Effective February 1, 1987, Spicer MacGillivray is merging with Pannell Kerr Foster. The new firm name will be Pannell Kerr MacGillivray.

The Director of Audit & Finance reported that the Executive Committee approved the carry-over of $139,000. of the anticipated 1986 HECFI surplus over to the 1987 budget; that an analysis of the Special Events Subsidy Fund was requested; and that a proposed $100,000. addition to the Special Events Subsidy Fund was denied.

Mr. Braley commended the Director of the Hamilton Convention Centre for an outstanding job in respect of the budget.

5.4.1 Audit & Finance Committee Minutes of December 3, 1986

MOVED by Mr. McFarland, seconded by Dr. Bart that

THE AUDIT & FINANCE COMMITTEE MINUTES OF DECEMBER 3, 1986 BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

6. New Business

6.1 Status of NHL Coming to Copps Coliseum

The Managing Director's January 7th, 1987 memorandum enclosing an article which appeared in the December, 1986 issue of the "MVP" magazine was received for information.

MOVED by Alderman Murray, seconded by Alderman Gallagher that

THE JANUARY 7TH CORRESPONDENCE FROM THE MANAGING DIRECTOR/CEO IN RESPECT OF THE NHL COMING TO COPPS COLISEUM BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

7. Other Business

8. Date of Next Meeting

February 13, 1987
9:00 A.M.
Copps Coliseum Board Room

9. Adjournment

MOVED by Mr. Cino, seconded by Alderman Wheeler that

THE REGULAR SESSION OF THE BOARD ADJOURN AT 1:35 P.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Brian Hinkley, Chairman of the Board

Patricia Bennett, Secretary

Attachment 3

3. Minutes of January 23, 1987 Annual Meeting

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

ANNUAL MEETING OF THE BOARD OF DIRECTORS

Friday, January 23, 1987
9:ØØ A.M.
Copps Coliseum Board Room

MINUTES

PRESENT:	Mr. D. Braley, Chairman of the Board
	Alderman B. Hinkley, First Vice Chairman
	Mr. T. Yates, Second Vice Chairman
	Mayor R. Morrow
	Alderman T. Murray
	Alderman J. Gallagher
	Alderman R. Wheeler
	Mr. T. Casey
	Mr. S. Cino
	Mr. D. Hector
	Dr. C. Bart
	Mr. D. Beattie
	Mr. W. McFarland
	Mr. N. Levitt
ALSO PRESENT:	Mr. B. Conacher
	Mr. J. Leuser
	Mr. F. Bogden
	Mr. W. Penfold
	Mr. T. Burrows
	Mr. J. Crane
	Ms. P. Bennett

1. Opening Remarks - 1986 Chairman of the Board

Mr. Braley welcomed Board Members to the meeting. The Secretary confirmed that all Members had been properly notified and the meeting was duly constituted for business.

Mr. Braley welcomed new Board Member Mr. Norman Levitt to the Board of Directors.

Mr. Braley announced that he will not stand for re-election of Chairman for 1987; that he has served as Chairman for five years both on the Hamilton Convention Centre Board of Directors and the HECFI Board of Directors and that he believed it was time for a change and a transition. Mr. Braley will remain on the Board for another year in the capacity of a Board Member without office but expressed his willingness to provide assistance and direction to the new Chairman.

2. Call for Nominations of 1987 Officers

The Chair was turned over to the Secretary for the purpose of the Call for Nominations for the 1987 slate of officers. It was agreed that voting will be done by a show of hands.

3. Election of Officers

Chairman of the Board

Mr. Casey nominated Alderman Hinkley.

No further nominations were made. Nominations were declared closed.

ALDERMAN BRIAN HINKLEY WAS DECLARED CHAIRMAN OF THE BOARD BY ACCLAMATION.

Alderman Hinkley assumed the Chair. Alderman Hinkley's opening statements included an expression of gratitude to Past Chairman David Braley with the acknowledgement that Mr. Braley's chairmanship and direction had been served through difficult times.

First Vice Chairman

Mr. Braley nominated Mr. T. Yates.

No further nominations were made. Nominations were declared closed.

MR. TERRY YATES WAS DECLARED FIRST VICE CHAIRMAN OF THE BOARD BY ACCLAMATION.

Second Vice Chairman

Alderman T. Murray nominated Alderman J. Gallagher.

No further nominations were made. Nominations were declared closed.

ALDERMAN JOHN GALLAGHER WAS DECLARED SECOND VICE CHAIRMAN OF THE BOARD BY ACCLAMATION.

4. Call for Nominations of 1987 Committee Members
5. Election of 1987 Committee Members

MOVED by Alderman Gallagher, seconded by Alderman Wheeler that

COMMITTEE MEMBERSHIP REMAIN IN TACT WITH VACANCIES ONLY BEING FILLED.

Amendment **MOVED** by Mr. Yates, seconded by Mr. Casey that

COMMITTEE MEMBERSHIP REMAIN IN TACT WITH VACANCIES ONLY BEING FILLED; AND THAT MR. DAVID BRALEY REPLACE ALDERMAN HINKLEY ON THE AUDIT & FINANCE AND THE HAMILTON CONVENTION CENTRE COMMITTEES AND MR. NORMAN LEVITT REPLACE MRS. JUDY GOWLAND ON THE HAMILTON CONVENTION CENTRE COMMITTEE.

MOTION CARRIED.

MOVED by Mr. Hector, seconded by Alderman Wheeler that

MR. DAVID BRALEY BE ADDED TO THE COPPS COLISEUM COMMITTEE MEMBERSHIP.

MOTION CARRIED.

MOVED by Mr. Hector, seconded by Mr. Cino that

MR. DAVID BRALEY RESIGN FROM THE AUDIT & FINANCE COMMITTEE AND THAT MR. NORMAN LEVITT REPLACE MR. BRALEY ON THAT COMMITTEE.

MOTION CARRIED.

During discussion of Audit & Finance Committee membership some concern was expressed that there will no longer be a City Councilman representative. It was however pointed out that the Chairman of the Board will attend these meetings as an ex-officio member; the secretary to clarify with HECFI legal counsel whether an ex-officio member has voting privileges.

6. Call for Nominations of 1987 Committee Officers
7. Election of 1987 Committee Officers

MOVED by Mr. Hector, seconded by Mr. Wheeler that

COMMITTEE CHAIRMEN AND VICE-CHAIRMEN SERVE FOR A PERIOD OF A MINIMUM OF TWO YEARS.

MOTION CARRIED.

8. Re-Appointment of HECFI Board/City of Hamilton Auditors

MOVED by Mr. Yates, seconded by Mr. McFarland that

THE HECFI BOARD OF DIRECTORS RE-APPOINT THE CITY OF HAMILTON AUDITORS, THE FIRM OF PANNELL, KERR, MACGILLIVRAY, FOR 1987.

MOTION CARRIED.

9. Adjournment

MOVED by Mr. Yates, seconded by Mr. Casey that

THE ANNUAL MEETING OF THE BOARD ADJOURN AT 9:40 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Alderman Brian Hinkley, Chairman

Patricia Bennett, Secretary

4.1 Hamilton Performing Arts Foundation

HAMILTON PLACE

M E M O R A N D U M

FROM: Thomas B. Burrows, Secretary
Performing Arts Foundation Inc.

, DATE: February 9, 1987

FOR ACTION XXX

FOR INFORMATION XXX

TO: Chairman Brian Hinkley and Members of the HPAFI Board

SUBJECT: Hamilton Performing Arts Foundation Inc. Board Meeting, February 13, 1987

RECOMMENDATION:

That the next meeting of the Foundation Board be postponed to March 13, 1987 or sooner at the call of the Chairman.

BACKGROUND INFORMATION:

The advice requested of Ross & McBride regarding the Ontario Retail Sales Tax matter has not yet been received and is necessary to the requested Management Report.

The minutes of the January 8, 1987 meetings of the Foundation and the amendments to By-Law No. 1 are not available.

Respectfully submitted,

Thomas B. Burrows, Director,
Hamilton Place and Secretary,
Hamilton Performing Arts Foundation Inc.

HAMILTON PLACE

M E M O R A N D U M

FROM: Thomas Burrows, Director, Hamilton Place

DATE: February 9, 1987

FOR: ACTION

FOR INFORMATION XX

TO: Board of Directors, HECFI - Board of Directors, HPAFI

SUBJECT: Hamilton Performing Arts Foundation Inc.

RECOMMENDATION:

That the newly constituted Board of Directors, Hamilton Performing Arts Foundation Inc. review the Charter and By-Law No. 1 (attachment 1) and information concerning the Student Scholarship Fund (attachment 2)

BACKGROUND INFORMATION

1) Charter By-Laws

On January 8, 1987, the Directors of the Hamilton Performing Arts Foundation Inc. voted changes to Clause 16(a) (b) - Board of Directors and Clause 17(a) - Election or Appointment and Term of Directors - of By-Law No. 1. The changes include a provision that the Directors of the Foundation be the same persons as the Directors of HECFI and that the number of Foundation Directors be the same as the number of HECFI Directors.

Note: The firm of Ross McBride have been instructed to put the minutes of the January 8th, 1987 meetings in proper form and to draft the changes to By-Law No.1 These items not available for the February 13th, 1987 meeting of the Board.

2) Retail Sales Tax Legislation

Ross McBride have the complete file. Management is awaiting advice in order to make recommendation regarding procedures for licensing, accounting and presentation of financial information when the Foundation is signatory to Promotions and/or Co-Promotions for Hamilton Place events. (Attachment 3)

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3) Student Scholarship Awards

a) At present the Scholarship Fund Account is sufficient to make the final payment in the amount of $500 to Mr. Andre Gingras for the 1987/88 academic year.

b) Previously the awards committee has consisted of: the Chairman or Vice-Chairman of the Foundation Board, the Secretary/Director of Hamilton Place, Mr. David Dayler, Director of the annual musical and a Hamilton Board of Education Trustee.

c) Funding the Scholarship Account

In the past, provision was made by the Board to credit the Scholarship Account with 50% of the budgetary surplus - after all expenses including rent were credited to the Operations Budget - from sales of the annual musical production in association with the Boards of Education.

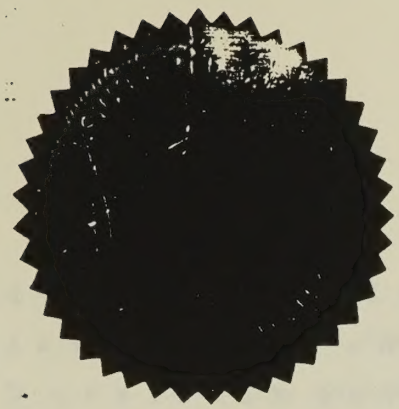
Respectfully submitted,

Thomas B. Burrows, Director,
Hamilton Place and Secretary,
Hamilton Performing Arts Foundation Inc.

ATTACHMENT No. 1

HAMILTON PERFORMING ARTS FOUNDATION INC.

CHARTER AND BY-LAW NO. L



Province of ONTARIO

By the Honourable JOHN T. CLEMENT,

MINISTER OF CONSUMER AND COMMERCIAL RELATIONS

To all to whom these Presents shall come Greeting

Whereas *The Corporations Act provides that with the exceptions therein mentioned the Lieutenant Governor may in his discretion, by Letters Patent, issue a Charter to any number of persons, not fewer than three, of* eighteen ~~xxxxxxxx~~ *or more years of age, who apply therefor, constituting them and any others who become shareholders or members of the corporation thereby created a corporation for any of the objects to which the authority of the Legislature extends;*

And Whereas *by the said Act it is further provided that the member of the Executive Council to whom the administration of this Act is assigned may in his discretion and under the Seal of his office have, use, exercise and enjoy any power, right or authority conferred by the said Act on the Lieutenant Governor;*

And Whereas *it has been made to appear that the persons herein named have complied with the conditions precedent to the issue of the desired Charter and that the said undertaking is within the scope of the said Act;*

Now Therefore Know Ye *that, being the member of the Executive Council to whom the administration of this Act is assigned,* **I do by these Letters Patent** *issue a Charter to the Persons hereinafter named that is to say:*

Burnett William Gillespie, General Manager; Marina Suzanne Paikin, Vice-Chairman; Anne Hamilton Jones, City Controller; Gordon Ballantine Carruth, Vice-Principal; William Sametz, President; James Stowe, Retired Labour Executive; and George Martin Luxton, Solicitor; all of the City of Hamilton, in the County of Wentworth, in the Province of Ontario; constituting them and any others who become members of the Corporation hereby created a corporation without share capital under the name of

THE HAMILTON PERFORMING ARTS FOUNDATION INC.

for the following objects, that is to say:

Subject to The Mortmain and Charitable Uses Act and The Charitable Gifts Act:

(a) TO receive, by way of donation, gift, bequest or devise or in any other manner, moneys and other property, rights or interests, real or personal, of any kind or nature and services and to apply the same and any substituted property, rights, interests or services and any accretions and the income from any thereof or accumulations thereof exclusively for any charitable purpose in any of the following ways: 1. TO make gifts to other Canadian charitable organizations and Canadian municipalities; and 2. TO provide, promote, present, produce, develop, assist, maintain, operate and

manage: (i) the performing arts including theatrical, dramatic, musical and artistic works; (ii) educational and cultural activities; and (iii) facilities for the performing arts and educational and cultural activities; and (b) TO acquire, accept, solicit or receive by purchase, lease, contract, donation, legacy, gift, grant, devise, bequest or otherwise any kind of real or personal property absolutely or in trust and in the form of investments in which trustees are authorized by law to invest trust funds, and to enter into and carry out all agreements, contracts and undertakings incidental thereto; 2. From time to time to establish and maintain for so long as the Corporation may deem advisable a fund or funds from the proceeds of the real and personal property so acquired, and to apply and pay, from time to time, for the aforesaid charitable purposes in one of the ways aforesaid, the income therefrom and part or all of the capital thereof; 3. TO hold, manage, lease, sell, convert, convey or otherwise dispose of or change any property or rights, real or personal, or any interest therein from time to time owned or held by the Corporation and to exercise any and all rights incidental to or arising out of any such property, rights or interests or the ownership or holding thereof; 4. TO invest and re-invest the moneys of the Corporation in property, rights or interests, real or personal, of any kind or nature, and to hold for so long as the Corporation shall deem advisable the whole or any part of any property, rights or interests received from any donor in the form in which received or to realize the same and to re-invest the proceeds thereof; provided that any investments shall be limited to

investments in which, under The Trustee Act or any other Act, trustees may invest trust funds; 5. In connection with any shares or obligations in any company or corporation owned or held by the Corporation from time to time, to exercise all voting rights and to authorize and direct the execution and delivery of proxies; to take up the proportion of any increased capital to which as holder of such shares or obligations the Corporation may be entitled and to purchase any additional shares or obligations in any such company or corporation; to join in any plan for the reconstruction, re-organization or amalgamation of any such company or corporation or for the sale of the assets or any part thereof, and in pursuance of any such plan to accept any shares or obligations owned or held by the Corporation in such company or corporation; to enter into any pooling or other agreement; to give options; to consent to the creation of any mortgage, lien or indebtedness by any such company or corporation; and to retain as an investment for such length of time as may be considered advisable any shares or obligations, including stock dividends, acquired or received by the Corporation through the exercise of the powers hereinbefore given; 6. TO demand, receive, sue for, recover and compel payment of all sums of money that become due and payable to the Corporation and to apply the said sums for the objects of the Corporation; and 7. TO employ and pay such assistants, agents, representatives and employees and to procure, equip and maintain such offices and other facilities and to incur such reasonable expenses as may be necessary;

PROVIDED, however, that it shall not be lawful for the Corporation hereby incorporated directly or indirectly to transact or undertake any business within the meaning of The Loan and Trust Corporations Act;

THE HEAD OFFICE of the Corporation to be situate at the said City of Hamilton; and

THE FIRST DIRECTORS of the Corporation to be Burnett William Gillespie, Marina Suzanne Paikin, Anne Hamilton Jones, Gordon Ballantine Carruth, William Sametz, James Stowe and George Martin Luxton, hereinbefore mentioned;

AND IT IS HEREBY ORDAINED AND DECLARED that the Corporation shall be carried on without the purpose of gain for its members and any profits or other accretions to the Corporation shall be used in promoting its objects;

AND IT IS HEREBY FURTHER ORDAINED AND DECLARED that, upon the dissolution of the Corporation and after the payment of all debts and liabilities, its remaining property shall be distributed or disposed of to one or more charitable organizations which carry on their work solely in Canada;

AND IT IS HEREBY FURTHER ORDAINED AND DECLARED that the directors shall serve as such without remuneration, and no director shall directly or indirectly receive any profit from his position as such; provided that a director may be paid reasonable expenses incurred by him in the performance of his duties.

Given *under my hand and Seal of office at the City of Toronto in the said Province of Ontario this* fourth *day of* July *in the year of Our Lord one thousand nine hundred and* seventy-three.

Minister of Consumer and
Commercial Relations

Dated July 4, *A.D.* 1973

Province of
ONTARIO

Letters Patent

Incorporating

THE HAMILTON PERFORMING ARTS

FOUNDATION INC.

Recorded this [illegible]
day of [illegible] *A.D.* [illegible]
as Number [illegible]

BY-LAW NO. 1

A By-law relating generally to the transaction of the affairs of

THE HAMILTON PERFORMING ARTS FOUNDATION INC.

BE IT ENACTED as a By-law of THE HAMILTON PERFORMING ARTS FOUNDATION INC. as follows:-

INTERPRETATION

1. (a) "Board" means the Board of Directors of THE HAMILTON PERFORMING ARTS FOUNDATION INC.

(b) "Corporation" means the THE HAMILTON PERFORMING ARTS FOUNDATION INC.

(c) "Director" means a Member of the Board of Directors.

(d) "Letters Patent" means the Letters Patent issued to the Corporation and shall include Supplementary Letters Patent.

(e) "Member" means Member of THE HAMILTON PERFORMING ARTS FOUNDATION INC.

(f) "The Corporations Act" shall mean The Corporations Act of the Province of Ontario as amended from time to time, or any Act that may hereafter be substituted therefor.

(g) In this By-law, all other By-laws and all Special Resolutions of the Corporation:-

(i) "herein", "hereof", "hereby", "thereunder", "hereto", "hereinafter" and similar expressions refer to the By-laws of the Corporation and not to any particular paragraph, section or other portion thereof, unless there is something in the subject matter or context inconsistent therewith.

(ii) Words importing the singular number only shall include the plural, and vice versa, with appropriate grammatical changes unless the context otherwise requires.

(iii) Words importing the masculine gender shall include the feminine and neuter genders, with

appropriate grammatical changes unless the context otherwise requires.

(iv) Words importing persons shall include companies, corporations, firms, associations and any number or aggregate of persons, with appropriate grammatical changes unless the context otherwise requires.

HEAD OFFICE

2. The Head Office of the Corporation shall be in the City of Hamilton, in the Province of Ontario, and at such place therein as the Directors may from time to time determine.

SEAL

3. The seal, an impression whereof is stamped in the margin hereof, shall be the corporate seal of the Corporation.

MEMBERSHIP

4. (a) The membership of the Corporation shall consist of the applicants for the incorporation of the Corporation and such other individuals and associations and such corporations, partnerships and other legal entities as are admitted as members by the Board of Directors and whose memberships have not been terminated by resignation, withdrawal, expulsion or otherwise.

(b) The admission of any individual as a member of the Corporation shall be subject to the prior approval of the Municipality of the City of Hamilton.

(c) Members may be expelled by Resolution of the Board of Directors.

(d) Members may resign by resignation in writing, which shall be effective upon acceptance thereof by the Board of Directors.

(e) Unless otherwise provided by the provisions of the By-laws of the Corporation and subject to the provisions, if any, contained in the Letters Patent of the Corporation, each Member in good standing shall be entitled to one vote on each question arising at any special or general meeting of the Members, and he may vote by proxy.

Such proxy need not himself be a Member but before voting shall produce and deposit with the Secretary sufficient appointment in writing from his constituent or constituents.

No Member shall be entitled either in person or by proxy to vote at meetings of the Corporation unless he has paid all dues or fees, if any, then payable by him.

Corporations, partnerships and other legal entities may vote through a duly authorized proxy.

(f) Membership in the Corporation is not transferable.

(g) Membership in the Corporation shall lapse and cease to exist upon:-

(i) the death of the Member,

(ii) the resignation of the Member,

(iii) the Member being convicted of a crime,

(iv) bankruptcy or assignment of the assets of the Member into receivership, whether voluntary or otherwise.

DUES

5. (a) There shall be no dues or fees payable by Members except such, if any, as shall from time to time be fixed by unanimous vote of the Board of Directors, which vote shall become effective only when confirmed by a vote of the Members at an annual or other general meeting.

(b) The Secretary shall notify the Members of the dues or fees at any time payable by them and, if any are not paid within 30 days of the date of such notice, the Members in default shall thereupon automatically cease to be Members of the Corporation and the Secretary shall report the default at the next meeting of the Members of the Corporation, but any such Members may on payment of all unpaid dues or fees be reinstated by unanimous vote of the Board of Directors.

ANNUAL MEETINGS OF MEMBERS

6. (a) The Annual Meeting of the Members of the Corporation shall be held on such day in each

year at the Head Office of the Corporation or elsewhere in Ontario as the Board of Directors from time to time may determine.

(b) At every Annual Meeting, in addition to any other business that may properly be brought before the Meeting, the business transacted at the Annual Meeting of the Corporation shall include:-

(i) Reading:-

(1) The minutes of the previous meeting;

(2) The Report of the Board of Directors;

(3) The Financial Statement;

(4) The report of the unfinished business from any previous meeting of the Members of the Corporation;

(5) The Report of the Chairman;

(6) The Report of the Auditors; and

(7) New business.

(ii) Presentation of the Reports and Statements required by The Corporations Act to be laid before the Corporation at an Annual Meeting of Members.

(iii) Election of Directors in accordance with the provisions of the Letters Patent, Supplementary Letters Patent and By-laws of the Corporation.

(iv) The appointment of auditors to hold office until the next Annual Meeting, and the fixing of their remuneration.

SPECIAL MEETINGS OF MEMBERS

7. The Board of Directors, the Chairman or any two Directors or any four (4) Members shall have power to call a special meeting of the Members of the Corporation at any time.

REGULAR MEETINGS OF MEMBERS

8. (a) The Members of the Corporation may appoint a day or days in any month or months for regular meetings at a place and hour to be named.

(b) A copy of any resolution of the Members fixing the place and time of regular meetings of the Members of the Corporation shall be sent to each Member forthwith after being passed and to each subsequent Member immediately upon admittance to membership in the Corporation, but no notice shall be required for any such regular meeting.

NOTICE OF MEETINGS OF MEMBERS

9. (a) The Members may consider and transact any business, either annual, special or general, without any notice thereof at any meeting of the Members.

(b) No public notice nor advertisement of Members' meetings, annual or general, shall be required, but notice of the time and place of every such meeting shall be given to each Member by sending the notice by prepaid registered mail or telegraph, ten days before the time fixed for the holding of such meeting; provided that any meetings of Members may be held at any time and place without such notice if all the Members of the Corporation are present thereat or represented by proxy duly appointed, and at such meeting any business may be transacted which the Corporation at annual or general meetings may transact, or unless otherwise provided by the provisions of the Letters Patent, Supplementary Letters Patent and By-laws of the Corporation.

QUORUM AT MEETINGS OF MEMBERS

10. A quorum for the transaction of business at any meeting of Members of the Corporation shall consist of not less than four (4) Members present in person or represented by proxy; provided that in no case can any meeting be held unless there are four (4) Members present in person.

DETERMINATION OF QUESTIONS AT MEETINGS OF MEMBERS

11. At all meetings of Members of the Corporation, every question shall be decided by a majority of the votes of the Members present in person or represented by proxy duly cast unless otherwise required by the provisions of the By-laws of the Corporation, its Letters Patent or Supplementary Letters Patent, or by-law.

METHOD OF VOTINGS AT MEETINGS OF MEMBERS

12. (a) Every question shall be decided in the first instance by a show of hands unless a poll thereon be required or demanded by any Member.

(b) Upon a show of hands, every Member who is present and entitled to vote shall have one vote.

(c) Whenever a vote by show of hands shall have been taken upon a question, unless a poll thereon be so required or demanded, a declaration by the Chairman of the meeting that the vote upon the question has been carried or carried by a particular majority or not carried and an entry to that effect in the minutes of the meeting shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of the votes recorded in favour of or against any resolution or other proceeding in respect of the said question, and the result of the vote so taken shall be the decision of the Corporation in annual or special meeting, as the case may be, upon the question.

POLLS AT MEETINGS OF MEMBERS

13. (a) The demand for a poll may be withdrawn but, if a poll be demanded and not withdrawn, the question shall be decided by a majority of votes given by the Members present in person or by proxy.

(b) A poll so required or demanded shall be taken in such manner as the Chairman shall direct.

(c) Upon a poll, each Member who is present in person or represented by proxy shall be entitled to one vote and the result of the poll shall be the decision of the Corporation in annual or special meeting, as the case may be, upon the question.

EQUALITY OF VOTES AT MEETINGS OF MEMBERS

14. In case of an equality of votes at any meeting of Members, either upon a show of hands or upon a poll, the Chairman of the meeting shall be entitled to a second or casting vote.

CHAIRMAN OF MEETINGS OF MEMBERS

15. (a) The Chairman or, in his absence, a Vice-Chairman

of the Corporation who is a Director of the Corporation, shall be Chairman of any meeting of Members and, if neither of the said officers be present within fifteen minutes from the time fixed for holding the meeting, the Members present in person or represented by proxy shall choose one of the Members present in person to be Chairman.

(b) If the Secretary of the Corporation be absent, the Chairman shall appoint one of the Members to act as Secretary of the meeting.

BOARD OF DIRECTORS

16. (a) The affairs of the Corporation shall be managed by a Board of Seven (7) Directors.

(b) The Board of Directors of the Corporation may administer the affairs of the Corporation in all things and make or cause to be made for the Corporation, in its name, any kind of contract which the Corporation may lawfully enter into and, save as hereinafter provided, generally may exercise all such other powers and do all such other acts and things as the Corporation is by its Letters Patent, Supplementary Letters Patent, or otherwise or by law authorized to exercise and do.

(c) Without in any way derogating from the foregoing, the Board of Directors may purchase, lease or otherwise acquire, alienate, sell, exchange or otherwise dispose of shares, stocks, rights, warrants, options and other securities, lands, buildings and other property, movable or immovable, real or personal, or any right or interest therein owned by the Corporation only with the approval of the Members in general or special meeting and for such consideration and upon such terms and conditions as may be deemed advisable.

ELECTION OR APPOINTMENT AND TERM OF DIRECTORS

17. (a) The Board of Directors shall be comprised of Seven (7) Directors as follows:-

(i) Seven (7) Directors shall be elected at each annual meeting of Members and all the elected Directors then in office shall retire but, if qualified, shall be eligible for re-election.

(b) The election may be by a show of hands, unless a ballot or poll be demanded by any Member of the Corporation.

REMOVAL OF DIRECTORS

18. The Members of the Corporation may, by resolution passed by at least two-thirds of the votes cast at a general meeting of which notice specifying the intention to pass such resolution has been given, remove any Director before the expiration of his term of office, and may, by a majority of the votes cast at that meeting, elect or appoint, as the case may be, any person in his stead for the remainder of his term.

QUALIFICATION OF DIRECTORS

19. Each Director at the time of his election or appointment or within ten days thereafter, and throughout his term of office, shall be a Member of the Corporation in good standing.

VACANCIES IN THE BOARD OF DIRECTORS

20. (a) Vacancies on the Board of Directors, however caused, may, so long as a quorum of directors remains in office, be filled for the remainder of their terms of office by the Directors from among the qualified Members of the Corporation, if they shall see fit to do so, or by the Members of the Corporation at a general meeting called for the purpose, otherwise such vacancy shall be filled at the next annual meeting of the Members at which the Directors for the ensuing year are elected, but if there is not a quorum of Directors, the remaining Directors shall forthwith call a meeting of the Members to fill the vacancy.

(b) If the number of Directors is increased between the terms, a vacancy or vacancies, to the number of the authorized increase, shall thereby be deemed to have occurred, which may be filled in the manner above provided.

CALLING OF MEETINGS OF THE BOARD OF DIRECTORS

21. Meetings of the Board shall be held from time to time at the call of the Board, the Chairman, the Vice-Chairman or by the Secretary on direction of the Chairman, Vice-Chairman or any two Directors.

NOTICE OF MEETINGS OF BOARD OF DIRECTORS

22. (a) The Directors may consider and transact any business, either annual, special or general, without any notice thereof at any meeting of the Board of Directors.

(b) Notice of every meeting so called shall be given to each Director:-

(i) Not less than forty-eight (48) hours before the time when the meeting is to be held if the notice is mailed and it shall be by registered mail; and

(ii) Not less than twenty-four (24) hours before the time when the meeting is to be held if the notice is delivered personally to the person to whom it is to be given or if delivered to his last address as recorded in the books of the Corporation, or if sent by any means of wire or wireless communication;

save that no notice of a meeting shall be necessary if all the Directors are present or if those absent waive notice of or otherwise signify their consent to such meeting being held.

(c) The Statutory Declaration of the Chairman or Secretary that notice has been given pursuant to the provisions of the By-laws of the Corporation shall be sufficient and conclusive notice of the giving of such notice.

ORGANIZATION MEETINGS OF BOARD OF DIRECTORS

23. Provided a quorum of Directors be present, each newly elected Board of Directors may without notice hold its first meeting immediately following the meeting of Members of the Corporation at which such Board is elected.

REGULAR MEETINGS OF BOARD OF DIRECTORS

24. The Board may appoint a day or days in any month or months for regular meetings at a place and hour to be named. A copy of any resolution of the Board fixing the place and time of regular meetings of the Board shall be sent to each Director forthwith after being passed or forthwith after each subsequent Director is elected or appointed, but no other notice shall be required for any such regular meeting.

PLACE OF MEETING OF BOARD OF DIRECTORS

25. Meetings of the Board may be held at the Head Office of the Corporation or any other place in or outside of Ontario as permitted by law.

CHAIRMAN OF MEETINGS OF BOARD OF DIRECTORS

26. The Chairman or, in his absence, a Vice-Chairman who is a Director shall be Chairman of any meeting of the Board of Directors; and, if neither of the said officers be present, the Directors present shall choose one of their number to be Chairman.

QUORUM AT MEETINGS OF BOARD OF DIRECTORS

27. A majority of the Directors shall form a quorum for the transaction of business.

DETERMINATION OF QUESTIONS AT MEETINGS OF BOARD OF DIRECTORS

28. (a) At all meetings of the Board, every question shall be decided by a majority of the votes cast on the question; and in case of an equality of votes the Chairman of the meeting shall be entitled to a second or casting vote.

(b) All votes at any such meeting shall be taken by ballot if so demanded by any Director present but, if no demand be made, the vote shall be taken in the usual way by assent or dissent.

(c) A declaration by the Chairman that a resolution has been carried and an entry to that effect in the minutes shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution.

(d) In the absence of the Chairman, his duties may be performed by the Vice-Chairman or such other Director as the Board may from time to time appoint for the purpose.

REMUNERATION OF DIRECTORS

29. The Directors shall receive no remuneration for acting as such, but shall be entitled to reimbursement for their reasonable expenses incurred by serving as a Director of the Corporation.

INTEREST OF DIRECTORS IN CONTRACTS

30. (a) No Director shall be disqualified by his

office from contracting with the Corporation, nor shall any contract or arrangement entered into by or on behalf of the Corporation with any Director or in which any Director is in any way interested by liable to be voided, nor shall any Director so contracting or being so interested be liable to account to the Corporation for any profit realized from any such contract or arrangement by reason of such Director holding that office or the difuciary relationship thereby established.

(b) No Director or his family shall enter into any business arrangement with the Corporation in which they are interested directly or indirectly, except:-

(i) on a written and competitive sealed quotation basis, and

(ii) until such Director has declared such interest to the extent, in the manner and at the time required by the Corporation or by law and has refrained from voting in respect of the contract or arrangement or proposed contract or arrangement.

PROTECTION OF DIRECTORS AND OFFICERS

31. No Director or officer of the Corporation shall be liable for the acts, receipts, neglects or defaults of any other Director or officer, or for joining in any receipts or other act for conformity, or for any loss or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by order of the Board for or on behalf of the Corporation, or for the insufficiency or deficiency of any security in or upon which any of the moneys of the Corporation shall be invested, or for any loss or damage arising from the bankruptcy, insolvency or tortious act of any person with whom any of the moneys, securities or effects of the Corporation shall be deposited, or for any loss occasioned by any error of judgment or oversight on his part, or for any other loss, damage or misfortune whatever which shall happen in the execution of the duties of his office or in relation thereto unless the same shall happen through his own dishonesty

INDEMNITY OF DIRECTORS AND OFFICERS

32. Every Director or Officer of the Corporation and his heirs, executors and administrators, and estate and effects respectively, shall, from time to time

and at all times, be indemnified and saved harmless out of the funds of the Corporation, from and against:-

(a) all costs, charges and expenses whatsoever which such Director or Officer sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against him, for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by him, in or about the execution of the duties of his office; and

(b) all other costs, charges and expenses that he sustains or incurs in or about or in relation to the affairs thereof;

except such costs, charges or expenses as are occasioned by his own wilful neglect or default.

OFFICERS OF CORPORATION

33. (a) There shall be a Chairman, a Vice-Chairman, a Secretary and a Treasurer or, in lieu of a Secretary and Treasurer, a Secretary-Treasurer and such other Officers as the Board of Directors may determine by By-law from time to time.

(b) One person may hold more than one office except the offices of Chairman and Vice-Chairman.

CHAIRMAN AND VICE-CHAIRMAN OF MEETINGS OF BOARD OF DIRECTORS

34. (a) The Board of Directors shall elect from among its number at the first meeting of the Board after the annual election of such Board of Directors a Chairman and Vice-Chairman.

(b) In default of such election the then incumbents, being Members of the Board, shall hold office until their successors are elected.

OTHER OFFICERS OF THE CORPORATION

35. (a) The Board of Directors shall at the first meeting of the Board after the annual election of such Board of Directors appoint a Secretary, a Treasurer and such other Officers as the Board of Directors may determine.

(b) The Secretary, Treasurer and other Officers of the Corporation need not be Members of the Board and, in the absence of written agreement to the contrary, the employment of all Officers shall be settled from time to time by the Board.

DUTIES OF CHAIRMAN OF THE BOARD OF DIRECTORS

36. (a) The Chairman shall, when present, preside at all meetings of the Members of the Corporation and of the Board of Directors.

(b) The Chairman shall be charged with and shall have the general management, direction and supervision, subject to the authority of the Board, of the business, affairs and operations of the Corporation and the power to appoint and remove any and all employees and agents of the Corporation not elected or appointed directly by the Board and to settle the terms of their employment and remuneration, unless the said power to appoint and remove is subsequently delegated by properly enacted resolution to a chief administrative officer of the Corporation.

(c) The Chairman with the Secretary or other Officer appointed by the Board for the purpose shall sign all By-laws and membership certificates.

DUTIES OF VICE-CHAIRMAN OF THE BOARD OF DIRECTORS

37. (a) During the absence or inability of the Chairman, his duties may be performed and his powers may be exercised by the Vice-Chairman.

(b) If there is more than one Vice-Chairman, his duties may be performed and his powers may be exercised by the Vice-Chairmen in order of seniority as determined by the Board.

(c) No Vice-Chairman shall preside at or convene a meeting of the Board or a meeting of the Members unless he is qualified to attend the meeting as a Director or a Member, as the case may be.

(d) If a Vice-Chairman, or such other Director as the Board may from time to time appoint for the purpose, exercises any such duty or power, the absence or inability of the Chairman shall be presumed with reference thereto.

(e) A Vice-Chairman shall also perform such duties and exercise such powers as the Chairman may from time to time delegate to him or the Board may prescribe.

DUTIES OF SECRETARY OF THE CORPORATION

38. (a) The Secretary shall be ex officio clerk of the Board of Directors.

(b) The Secretary shall attend all meetings of the Board of Directors, the Members and Committees and shall enter, record or cause to be entered or recorded in books for that purpose all facts and minutes of all proceedings.

(c) He shall give or cause to be given all notices required to be given to Members, auditors, Directors and to Members of Committees.

(d) He shall be the custodian of the stamp or mechanical device generally used for affixing the corporate seal of the Corporation and of all its corporate books, papers, records, documents, correspondence, contracts and other instruments belonging to the Corporation, which he shall deliver up only when authorized by a resolution of the Board of Directors to do so and to such person or persons as may be named in the resolution.

(e) The Secretary with the Chairman or other Officer appointed by the Board for the purpose shall sign all By-laws and membership certificates.

(f) He shall perform such other duties as may from time to time be determined by the Board of Directors.

DUTIES OF TREASURER OF THE CORPORATION

39. (a) The Treasurer, or person performing the usual duties of a Treasurer, shall keep full and accurate books of account in which shall be recorded all receipts and disbursements of the Corporation and, under the direction of the Board, shall deposit and shall control the deposit of all moneys or other valuable effects in the name and to the credit of the Corporation in such bank or banks as may from time to time be designated by the Board of Directors, the safe-keeping of securities and the disbursement of the funds of the Corporation.

(b) The Treasurer shall disburse the funds of the Corporation under the direction of the Board of Directors, taking proper vouchers therefor.

(c) The Treasurer shall render to the Board of

Directors at the regular meetings thereof or whenever required of him, an account of all his transactions as Treasurer, and of the financial position of the Corporation.

(d) The Treasurer shall also perform such other duties as may from time to time be determined or prescribed by the Board of Directors.

DUTIES OF OTHER OFFICERS OF THE CORPORATION

40. (a) The duties of all other Officers of the Corporation shall be such as the terms of their engagement call for or the Board of Directors requires of them.

(b) Any of the powers and duties of an Officer to whom an assistant has been appointed may be exercised and performed by such assistant, unless the Board otherwise directs.

VARIATION OF DUTIES OF OFFICERS OF THE CORPORATION

41. From time to time the Board may vary, add to or limit the powers and duties of any Officer.

APPOINTMENT OF AGENTS AND ATTORNEYS

42. The Board shall have power from time to time to appoint agents or attorneys for the Corporation in or outside Ontario with such powers of management or otherwise (including the power to sub-delegate) as may be thought fit.

FIDELITY BONDS

43. The Board may require such Officers, employees and agents of the Corporation as the Board deems advisable to furnish bonds for the faithful discharge of their duties in such form and with such surety as the Board may from time to time prescribe.

CHIEF ADMINISTRATIVE OFFICER OF THE CORPORATION

44. (a) The Board may by resolution duly enacted appoint a Chief Administrative Officer and establish an administrative office to serve the needs of the Corporation.

(b) Such Chief Administrative Officer shall:-

(i) be responsible to the Board for the general administration, organization and management of the Corporation in accordance with the

policies established by the Corporation through its Board of Directors,

(ii) attend all meetings of the Board and of its Committees,

(iii) employ, control and direct all employees of the Corporation, including senior staff,

(iv) notwithstanding the provisions of Section 54, be responsible for the payment by cheque of all salaries and amounts due from and owing by the Corporation which fall within the purview and scope of the approved annual budget or otherwise as may be established from time to time by resolution of the Board,

(v) report to the Board any matter about which it should have knowledge, and

(vi) such other duties as may be from time to time assigned by the Board.

COMMITTEES OF THE BOARD OF DIRECTORS

45. (1) (a) The Board may at any meeting appoint any Special Committee and name the Chairman and Vice-Chairman thereof;

(b) For any Special Committee appointed under Subsection (a), the Board shall prescribe terms of reference.

(c) The Board may by resolution properly enacted dissolve any Special Committee at any time.

(2) The Chairman and, in his absence, the Vice-Chairman of a Committee shall attend each meeting of the Board, whereat a recommendation or report of his Committee is to be considered, and shall be afforded every opportunity to enter into discussion thereof when it is being considered.

FINANCIAL YEAR OF THE CORPORATION

46. The fiscal year of the Corporation shall end on the 31st day of December in each year.

BANKING ARRANGEMENTS FOR THE CORPORATION

47. The banking business of the Corporation, or any part thereof, shall be transacted with such bank,

trust company or other firm or corporation carrying on a banking business as the Board may designate, appoint or authorize from time to time by resolution and all such banking business, or any part thereof, shall be transacted on the Corporation's behalf by such one or more officers and/or other persons as the Board may designate, direct or authorize from time to time by resolution and to the extent therein provided, including, but without restricting the generality of the foregoing, the operation of the Corporation's accounts; the making, signing, drawing, accepting, endorsing, negotiation, lodging, depositing or transfering of any cheques, promissory notes, drafts, acceptances, bills of exchange and orders for the payment of money; the giving of receipts for and orders relating to any property of the Corporation; the execution of any agreement relating to any such banking business and defining the rights and powers of the parties thereto; and the authorizing of any officer of such banker to do any act or thing on the Corporation's behalf to facilitate such banking business.

DEPOSIT OF SECURITIES FOR SAFEKEEPING BY THE CORPORATION

48. (a) The securities of the Corporation shall be deposited for safekeeping with one or more bankers, trust companies or other financial institutions to be selected by the Board of Directors.

(b) Any and all securities so deposited may be withdrawn, from time to time, only upon the written order of the Corporation signed by such officer or officers, agent or agents of the Corporation, and in such manner as shall from time to time be determined by resolution of the Board of Directors and such authority may be general or confined to specific instances.

(c) The institutions which may be so selected as custodians of the Board of Directors shall be fully protected in acting in accordance with the directions of the Board of Directors and shall in no event be liable for the due application of the securities so withdrawn from deposit or the proceeds thereof.

EXECUTION OF INSTRUMENTS ON BEHALF OF CORPORATION

49. Deeds, transfers, assignments, contracts and obligations on behalf of the Corporation may be signed by the Chairman or a Vice-Chairman and by the Secretary or the Treasurer or an Assistant

Secretary or an Assistant Treasurer or another Director. In addition, the Board may at any time and from time to time direct the manner in which and the person or persons by whom any particular deed, transfer, assignment, contract or obligation of the Corporation or any class thereof may or shall be signed. The corporate seal shall be affixed to such instruments as require the same, and the signing officers are hereby authorized to affix same thereto.

BOOKS AND RECORDS OF THE CORPORATION

50. (a) The Board of Directors shall see that all necessary books and records of the Corporation required by the By-laws of the Corporation or by any applicable statute or law are regularly and properly kept.

(b) Appropriate minutes shall be kept of each meeting of Members compiled in such a way as to be retained on permanent record.

(c) Appropriate minutes shall be kept of each meeting of the Board of Directors compiled in such a way as to be retained on permanent record.

(d) Appropriate minutes shall be kept of each meeting of each Committee of the Board of Directors compiled in such a way as to be retained on permanent record.

AUDITOR OF THE CORPORATION

51. (a) The Members of the Corporation shall at the annual meeting of the Corporation appoint an auditor to hold office until the next annual meeting of the Members of the Corporation.

(b) The auditor shall not be a Member of the Board, or an officer or employee of the Corporation, or a partner or employee of any such persons.

(c) The auditor shall be duly licensed under the provisions of The Public Accountancy Act.

(d) The auditor shall have all the rights and privileges set forth in The Corporations Act of Ontario and shall perform the audit function prescribed therein.

(e) In addition to making his report at the annual meeting of the Members of the Corporation, the auditor shall from time to time report to the Board on his work, making any recommendations he considers necessary.

METHOD OF GIVING NOTICES

52. (a) Any notice, communication or other document to be given by the Corporation pursuant to any provision of the Letters Patent, Supplementary Letters Patent or the By-laws of the Corporation or of The Corporations Act to a Member, Director, officer or auditor of the Corporation shall be sufficiently given if:-

(i) delivered personally to the person to whom it is to be given, or

(ii) delivered to his last address as recorded in the books of the Corporation, or

(iii) mailed by prepaid ordinary or air mail, unless otherwise provided by the provisions of the Letters Patent, Supplementary Letters Patent or By-laws of the Corporation, in a sealed envelope addressed to him at his last address as recorded in the books of the Corporation, or

(iv) sent by any means of wire or wireless or any other form of transmitted or recorded communication.

(b) The Secretary may change the address on the books of the Corporation of any Member in accordance with any information believed by him to be reliable.

(c) A notice, communication or document so delivered personally or at the address aforesaid; and a notice, communication or document so mailed shall be deemed to have been given when deposited in a post office or public letter box; and a notice sent by any means of wire or wireless or any other form of transmitted or recorded

communication shall be deemed to have been given when delivered to the appropriate communication company or agency or its representative for despatch.

COMPUTATION OF TIME

53. In computing the date when notice must be given under any provision of the Letters Patent, Supplementary Letters Patent or By-laws of the Corporation requiring a specified number of days' notice of any meeting or other event, the date of giving the notice and the date of the meeting or other event shall be excluded.

OMISSIONS AND ERRORS

54. The accidental omission to give or error in giving any notice to any Member, Director, officer or auditor or the non-receipt of any notice by any Member, Director, officer or auditor or any error in any notice not affecting the substance thereof shall not invalidate such meeting or invalidate or make void any proceedings or action taken or had at any meeting held pursuant to such notice or otherwise founded thereon, and any Member, Director, officer or auditor may at any time waive notice of any such meeting and/or may ratify and approve of any or all proceedings taken or had thereat.

WAIVER OF NOTICE

55. Any Member (or his duly appointed proxy), Director, officer or auditor may waive any notice required to be given under any provision of the Letters Patent, Supplementary Letters Patent or By-laws of the Corporation or of The Corporations Act, and such waiver, whether given before or after the meeting or other event of which notice is required to be given, shall cure any default in giving such notice.

PROCEDURE AT MEETINGS

56. Any questions of procedure at or for any meetings of the Members of the Corporation, of the Board of Directors, ancillary association or of any Committee which has not been provided for in these By-laws or by The Corporations Act shall be determined by the Chairman in accordance with parliamentary procedure as practiced in the Legislature of the Province of Ontario.

ADJOURNMENT OF MEETINGS

57. (a) Any meetings of the Corporation or of the

Directors or of Committees may, with the consent of the meeting and subject to such conditions as the meeting may decide, be adjourned to any time and from time to time, and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournment took place.

(b) No notice shall be required of any such adjournment.

(c) Such adjournment may be made notwithstanding that no quorum is present.

DATED this day of , 197 .

CHAIRMAN

SECRETARY

ATTACHMENT NO. 2

HAMILTON PERFORMING ARTS FOUNDATION INC.

STUDENT SCHOLARSHIP FUND

ATTACHMENT 2

HAMILTON PLACE

THE HAMILTON PLACE PERFORMING ARTS

STUDENT SCHOLARSHIP FUND

ELIGIBILITY

1. Participation as an actor, musician, designer or technician in the Annual Showcase Production produced at Hamilton Place in co-operation with the Boards of Education.

2. Application to the committee supplying necessary documentation.

APPLICATION

1. A letter from the applicant - clearly stating goals and outlining future plans.

2. Secondary school transcript.

3. Letters of reference (minimum 2) one of which must be from current high school principal.

4. Clear evidence of intent to pursue post-secondary training in the performing arts as a full time student at an accredited institution.

THE SCHOLARSHIP

1. The scholarship is intended to assist the recipient with financial requirements incurred during the first three years of post-secondary training.

Year I	-	$1500.00
Year II	-	$1000.00
Year III	-	$ 500.00

2. The first installment is to be applied to the academic year immediately following graduation.

REQUIREMENTS FOR CONTINUED FUNDING

1. In order to receive funding for years two and three the committee will expect

   (i) a written report from the student on activities in first year of training.

   (ii) copy of academic record from year one at post secondary institution.

   (iii) Section (i) and (ii) can be supported by letters from primary instructor(s).

   (iv) Availability for interview upon request.

   (v) The scholarship committee reserves the right to review each recipient's progress and development prior to the award of second and third installments.

M E M O R A N D U M

FROM: Thomas Burrows
Secretary-Treasurer

DATE: December 22, 1986

FOR INFORMATION _____ XX

FOR ACTION: XX

TO: BOARD OF DIRECTORS,
HAMILTON PERFORMING ARTS FOUNDATION INC.

SUBJECT: Approval to process third installment ($ 500.00) of previously awarded 3 year scholarship to Paula Grove, Ryerson Polytechnical Institute - Approval of Awards Committee recommendation regarding Andre Gingras

RECOMMENDATION:

That the Hamilton Performing Arts Foundation Inc. authorize the final payment, in the amount of $500.00, to Paula Grove for the 1986/87 academic year and approve recommendation by the Awards Committee and the former Hamilton Performing Arts Corporation Inc. to award a $3,000 scholarship to Andre Gingras for the three year period 1985/86 through 1987/88.

BACKGROUND:

Minutes of a special meeting of the HPAFI, August 16, 1984, are attached. Both scholarships are provided for and necessary funds are currently available. Paula Grove has met all requirements established for the awards program and is in her third and final year.

Mr. Andre Gingras appeared in Hamilton Place student production of JESUS CHRIST SUPERSTAR, WEST SIDE STORY and JOSEPH. The Awards Committee selected him in the fall of 1985. As there have been no meetings of the foundation since May of 1985, the recommendation has yet to be approved. Correspondence documenting Mr. Gingras' successful completion of all established requirements is attached.

Thomas B. Burrows,
Secretary-Treasurer,
Hamilton Performing Arts Foundation Inc.

June 13, 1986.

Hamilton Place,
P. O. Box 2080, Station A,
Hamilton, Ontario.
L8N 3Y7

Dear Mr. Burrows,

This letter is to inform you of my progress in the past year at Concordia University. The program I am enrolled in is a Major in Theatre, Specialization in Performance. My classes consisted of the following courses:

Voice for the Actor (instructed by Nancy Allison)

Movement for the Actor (Lucie Bertrand)

Ensemble Performance (Bryan Doubt)

Scenography (Gene Gibbons)

Theatre Colloquium (Gerald Gross)

I was extremely pleased with the instruction I received from all of my professors. In particular, my acting professors, Bryan Doubt and Lucie Bertrand were very perceptive since their instruction allowed for personal growth. I was fortunate to have the instruction of Bryan Doubt who is also teaching at the National Theatre School and Banff Centre for Fine Arts, as well as Lucie Bertrand, a professional mime artist.

An average of 32 hours per week were spent in formal instructional courses. I also took extra classes in dance and voice development outside of class time. At the end of each semester my final exam consisted of an ensemble performance created by my class. I also had further responsibility in my production assignments as House Manager and Box Office Supervisor for our department productions in each semester.

I was successful in my courses attaining a B+ average. I look forward to continuing my studies in the succeeding years. I feel I have benefitted immensely from the program, experiencing personal growth and growth as an actor. I would like to take this opportunity to thank you for the financial aid in the form of the Hamilton Place Scholarship.

Sincerely yours,

Andre Gingras

June 2, 1986.

To Whom It May Concern:

Andre Gingras has been a student in my movement class this past year at Concordia University in Montreal.

I feel that Andre has considerable talent he is very sensitive and imaginative. His work is strong and well rooted particularly in movement expression, through which he reveals a depth of emotion. He is always open and makes himself accessible to the work. He is also very enthusiatic and determined to follow through with his study goals.

For these reasons I recommend him highly.

Yours truly,

Lucie Bertrand

Lucie Bertrand
4540 Esplanade
Montreal, Quebec. H2T 2Y5

CONCORDIA UNIVERSITY

REPORT OF STANDING

ANDRE GINGRAS
283 DEWITT RD
STONEY CREEK
ONTARIO
L8E2S9

ID. NO. 1820869

27/05/86

THIS IS NOT AN OFFICIAL TRANSCRIPT

COURSE NAME & NO.	SECT.	CR.HRS.	GRADE	CREDITS EARNED
CLAS C326	/2 01	3.00	B-	3.00
SCEN C201	/2 01	3.00	B	3.00
TPER C211	/2 02	3.00	B-	3.00
TPER C213	/2 01	3.00	B-	3.00
TPER C215	/2 01	3.00	B	3.00
THEA C216	/3 51	3.00	B+	3.00
CLAS C327	/4 01	3.00	DISC	0.00
TPER C212	/4 01	3.00	B	3.00
TPER C214	/4 01	3.00	B+	3.00
TPER C216	/4 01	3.00	A-	3.00

COURSE NAME & NO.	SECT.	CR.HRS.	GRADE	CREDITS EARNED

REMARKS

TOTAL CREDITS EARNED 27.00

DEADLINE FOR SUPPLEMENTAL APPLICATIONS IS 5:00 PM 13 JUNE 1986
DEADLINE FOR GRADUATION APPLICATION FOR FALL IS 15 JULY 1986

ANNUAL GRADE POINT AVERAGE: 3.04

GPA

THE ANNUAL GPA IS PRODUCED AT THE END OF THE ACADEMIC YEAR AND IS BASED ON ALL GRADES REPORTED OR LEFT BLANK IN YOUR CURRENT PROGRAM FOR THE YEAR, INCLUDING THE SUMMER SESSION.

A MINIMUM OF 12.00 CREDITS ATTEMPTED IS REQUIRED, OTHERWISE NO ANNUAL GPA WILL BE CALCULATED AND THESE CREDITS WILL BE FORWARDED TO THE NEXT ACADEMIC YEAR'S GPA.

THE GPA IS WEIGHTED AS IN THE FOLLOWING EXAMPLE:

COURSES	GRADE	CREDITS		GRADE POINTS*		TOTAL WEIGHTED GRADE POINTS
HIST 201	C	3.00	X	2.0	=	6.00
ACCO 201	C+	3.00	X	2.3	=	6.90
ARTH 201	B	6.00	X	3.0	=	18.00
COMP 201	NR	3.00	X	0.0	=	0.00
		15.00				30.90

AVERAGE WEIGHTED GRADE POINTS
GPA = 30.90/15.0 = 2.06

* FOR GRADE POINTS, SEE UNDERGRADUATE CALENDAR, SECTION 16.3.2 AND 16.3.3 OR GRADUATE CALENDAR, SECTION 1.4 VI.

NO UPDATED REPORT WILL BE ISSUED IN THE EVENT OF ANY CHANGE.

IF YOU HAVE A QUERY, PLEASE MAKE A NOTE OF THE PROBLEM ON YOUR REPORT OF STANDING AND RETURN A COPY OF IT TO ONE OF THE FOLLOWING REGISTRAR'S SERVICES DEPARTMENT LOCATIONS

LOYOLA CAMPUS
CENTRAL BUILDING
7141 SHERBROOKE ST. W.
ROOM AD-211

SIR GEORGE WILLIAMS CAMPUS
NORRIS BUILDING
1435 DRUMMOND ST.
ROOM N-107

MINUTES OF A SPECIAL MEETING OF THE BOARD OF DIRECTORS OF THE HAMILTON PERFORMING ARTS FOUNDATION INC. HELD ON THURSDAY, AUGUST 16, 1984 AT 1:00 P.M. FOLLOWING THE MEETING OF THE BOARD OF DIRECTORS OF THE HAMILTON PERFORMING ARTS CORPORATION INC.

PRESENT: J. Jaggard (Chairman), D. Hector, B. Shekter, M. Watson, R. Whynott
Aldermen B. Charlton, M. Kiss, H. Merling, W. McCulloch, V. Agro
T. Burrows By invitation: R. Turkstra

REGRETS: F. DeNardis, S. Cino, Alderman T. Murray

The Chairman explained that the purpose of this meeting was to ratify the following motion of the Board of Directors of the Hamilton Performing Arts Corporation Inc.

MOTION: On motion of Mr. Watson, seconded by Mr. Shekter and carried, the Board approved the transfer of funds in the amount of $6,888.50 (being 50% of the amount assigned to the Innovative Programming Fund from WEST SIDE STORY) to the Hamilton Performing Arts Foundation Inc. for the purpose of establishing a scholarship to be awarded under the guidelines set down by the Executive Committee, as described below. The interest earned is to be added to the Scholarship Fund.

1) Award a scholarship for 1984-85 academic year

2) Amount: $3,000 total - $1500 Year 1, $1000 Year II, $500 Year III. Second and third payments dependent on Awards Committee's favourable report based on: an interview with recipient, a written and oral report, transcript covering academic record etc.

3) Awards Committee to be: David Hector, Chairman; Tom Burrows, Secretary; David Dayler, and Helen Detweiler, Trustee of the Hamilton Board of Education.

4) To qualify: 1) must have participated in JESUS CHRIST SUPERSTAR or WEST SIDE STORY as actor, musician, designer or technician, 2) provide proof of acceptance by an accredited institute for post-secondary education, 3) academic record and related experience and/or study acceptable to the committee and 4) provide a written statement of goals as well as 5) be available for an interview.

MOTION: On motion of Mr. DeNardis, seconded by Mr. Whynott and unanimously carried, the above motion of the Hamilton Performing Arts Corporation Inc. was ratified.

There being no further business, the meeting was adjourned.

Chairman

Secretary

News Release

HAMILTON PLACE
P.O. BOX 2080, STN. A, HAMILTON, ONT. L8N 3Y7

PAULA GROVES WINS HAMILTON PLACE PERFORMING ARTS SCHOLARSHIP

Paula Groves, a 1984 Westdale Secondary School graduate has been named the first recipient of the Hamilton Place Performing Arts Student Scholarship.

A talented young actress and singer, now enrolled in the first year performing arts course at the Ryerson Polytechnical Institute in Toronto, Paula Groves gave outstanding performances as Mary Magdalene in the 1984 Student Showcase production of "Jesus Christ Superstar" and as Anita in this year's "West Side Story". Both musicals were produced by Hamilton Place in co-operation with local Boards of Education representing the 23 schools from which the student companies were formed.

The $3,000 scholarship was established by the Hamilton Place Performing Arts Foundation to assist a full-time performing arts student with financial demands incurred during the first three years of their post-secondary theatre training, ($1,500 year #1, $1,000 year #2, $500 year #3).

To be eligible the candidates had to be involved in "Jesus Christ Superstar" or "West Side Story" as an actor, musician, designer or technician. The scholarship was open only to those students accepted by an accredited institute for post-secondary training in the performing arts. Along with the prime requisite of talent, the candidates' capacity for self-motivation and hard work was taken into consideration.

The Hamilton Place Performing Arts Scholarship was established as an on going program to assist young deserving talent from the community in their chosen performing arts career.

- 30 -

For further information contact:
Publicity Department HAMILTON PLACE - (416) 525-3100

ATTACHMENT NO. 3

RETAIL SALES TAX EXEMPTION

ATTACHMENT 3

HAMILTON PLACE

January 27, 1987

Mr. Brian Conacher,
Managing Director/CEO, HECFI,
Copps Coliseum,
Hamilton, Ont.

Dear Brian:

Re: David Goldberg - Tax Exempt Status for Hamilton Place

Please find attached my letter to David Goldberg and copies of a letter to Jack Jaggard, August 16, 1984 and an extract from the Ontario Retail Sales Tax Guide. David Braley felt, at the time, that we would continue to be exempt.

I have not sent you a duplication of the entire file but it is available if you have need for it.

Sincerely,

TBB:jf

Thomas B. Burrows,
Director, Hamilton Place

Encl.

HAMILTON PLACE

January 27, 1987

Mr. David Goldberg, Q.C.,
Ross & McBride,
1 James St. S.,
Hamilton, Ontario.

Dear David: Re: Ontario Retail Sales Tax Exemption

As agreed during our meeting of January 20, 1987, I enclose a complete file, with summary, dated July 30, 1984,of correspondence relating to the Hamilton Performing Arts Corporation Inc. exemption from collecting and remitting retail sales tax to the Provincial Government.

You will note that the exemption was first granted on May 7, 1981, was rescinded March 9, 1982 and granted a second time February 7, 1983.

Because the exemption specifically made reference to the registered charitable status of the Corporation (HPACI) and we were only found to be exempt "... at this time"- which seemed somewhat tenuous - the complete file of background information was brought to the attention of the "interim board" that was incorporated as HECFI on December 18, 1985.

Please read the letter of August 16, 1984 to Mr. Jack Jaggard and the extract from the Ontario Retail Sales Tax Guide.

Item b) under Exempt Admissions forms the basis for our assumption that Hamilton Place non-rental presentations (promotions and co-promotions) continued to be exempt after the dissolution of HPACI when Hamilton Place programming and operations became the responsibility of HECFI.

If you require anything further with regard to Bill 26 - An Amendment to Ontario Retail Sales Tax Act - please let me know.

Sincerely yours,

Thomas B. Burrows,
Director, Hamilton Place

TBB:jf

c.c. Brian Conacher

Admissions

When you charge a price of admission, you may have to collect retail sales tax. This guide describes taxable and exempt admissions.

TAXABLE ADMISSIONS

A price of admission over $4.00 to a place of amusement is taxable at 10%. Tax is due at the time of sale. However, on series or season subscriptions tax is due when the tickets are issued. A cover charge is considered to be a price of admission. A minimum charge for a meal or beverage is not considered to be a price of admission.

Tax is to be collected on the price of admissions over $4.00 to view indoor or outdoor performances and entertainment such as:

- motion pictures
- athletic and sporting events
- concerts and theatrical performances (including live acts in night clubs, taverns, etc.)
- amusement parks
- exhibitions open to the general public, e.g. craft shows, auto and boat shows
- circuses, carnivals and rodeos
- horse races
- dances where alcoholic beverages are served

When a price covers both admission and meals, the meal portion of the price is taxable at 7% if the bill or posted price clearly segregates the charges; otherwise tax at 10% will apply to the total charge. The segregated admission portion is taxable at 10% if it is more than $4.00, tax-exempt if $4.00 or less.

EXEMPT ADMISSIONS

All admissions costing **$4.00 or less** are tax-exempt. Also exempt are admissions at any price to events staged or sponsored by the following organizations: (Qualifying organizations are not required to apply for exemptions for particular events. However, they must be prepared to prove that they are entitled to exemptions by keeping all the necessary documents on file.)

a) athletic associations: federally registered Canadian athletic associations and their affiliates

b) charitable and non-profit groups: federally registered charitable groups and unregistered groups operating for social, civic, recreational, or other purposes but **not** for their own profit or for the profit of any member. An example of such unregistered groups would be a neighbourhood committee holding a street fair to raise money for a hospital. Labour unions and benevolent and fraternal societies are also non-profit groups when they work on behalf of their members.

c) agricultural societies: organizations established under the Agricultural Societies Act of Ontario

d) educational institutions: includes schools operated under the jurisdiction of a school board, the Ontario Government and private schools operated by religious, charitable or benevolent organizations

e) sponsors of Canadian performances: live, theatrical or musical performances where **all** performers—those taking an active part—are Canadian citizens or landed immigrants. Managers, directors, producers and crew are not performers. This exemption does not apply to dances where alcoholic beverages are served.

f) organizations substantially supported from public funds of the Province of Ontario and listed in Regulation 903 Schedule I.

The organizations described in a) to d) must participate in the revenue, expenses and financial risks for the price of admission to qualify for exemption.

Attachment 4.2

4.2 Ex-Officio Voting Privileges

Hamilton
Entertainment
and Convention
Facilities Inc.

FROM Pat Bennett, Secretary to the Board DATE February 10, 1987

TO: **BOARD OF DIRECTORS**

[XX] FOR INFORMATION

[ ] FOR ACTION

SUBJECT: EXOFFICIO VOTING PRIVILEGES

At the meeting of the Board of Directors January 23, 1987 I was requested to clarify with legal counsel the voting privileges of an Exofficio Committee Member.

Mr. Paul Paradis of the firm Ross & McBride stated that an Exofficio Member does not have voting privileges but is invited to attend meetings, receives the agendas and may give input. Only a full Member of a Committee has voting privileges.

Respectfully submitted,

Patricia Bennett
Secretary to the Board

Attachment 6.1

6.1 Copps Coliseum Committee First Report

Please Note:

Approval was given by the Audit & Finance Committee at its February 4th meeting to the recommendation with respect to Interior Art Work.

It should also be noted that the Audit & Finance Committee approved the recommendation with respect to the Service Agreement for Examination and Maintenance of Elevating Devices. This is documented in the In-Camera portion of the Audit & Finance report.

The issue of reporting either In-Camera or Regular (public) will be discussed and clarified at the Board Meeting (see item 7.1 of the Regular Agenda.

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

REPORT TO THE HECFI BOARD OF DIRECTORS FROM THE COPPS COLISEUM COMMITTEE MEETING OF FEBRUARY 3, 1987

The Copps Coliseum Committee presents its **FIRST** Report and respectfully recommends the following:

1. Copps Coliseum - Interior Art Work

That approval be given to the concept of a wall of fame as proposed by the Copps Coliseum "Wall of Fame" Committee, and that approval be granted to tender for the purchase of fifty (50) wall hangings (28" x 20") at a cost of approximately $15,530.00 not including Federal and Provincial sales taxes, and that an amount of ~~$50,000.00~~ $5,000.00 be approved for the installation of the wall hangings, and that the Audit and Finance Committee determine the method of financing.

NOTE: Documentation is attached.

2. Copps Coliseum - Service Agreement for Examination and Maintenance of Elevating Devices

That the service agreement submitted by Montgomery Kone Elevator Co. Ltd. for complete maintenance on elevating devices located within Copps Coliseum be accepted, and that a purchase order be issued to Montgomery Kone at the monthly rate of $1,533.00 for the term commencing 1986 December 1 and terminating 1987 December 1.

NOTE: Documentation is attached.

The following are for information only:

1. Status Report on Confirmed Events at Copps Coliseum - February to May 1987

That the Status Report on Confirmed Events at Copps Coliseum - February to May 1987, be received for information.

NOTE: Documentation is attached.

Continued /2 ...

2. Report by the Director of Copps Coliseum

That the report by the Director of Copps Coliseum, be received for information.

NOTE: Documentation is attached.

3. Maple Leaf Gardens Track

The Director of Copps Coliseum has written a letter to the Mayor advising that the condition of the track will be evaluated and a price determination made.

4. Free Public Skating

Alderman Hinkley inquired about the price to open up the Coliseum one day a month for free public skating, during the winter months. He further advised that the facility will not have to absorb the costs as he will approach City Council with this idea. The Secretary will place this item on the next agenda under "Unfinished Business".

5. NHL Public Awareness

The Chairman suggested that perhaps a grassroots movement could be established to spark public interest in obtaining an NHL team by means of promotion. He suggested that buttons and t-shirts could be sold.

6. Date of Next Meeting

The next meeting of the Copps Coliseum Committee will be held Wednesday, February 25, 1987 at 11:00 a.m. in the Copps Coliseum Board Room.

Respectfully submitted,

T Murray

Alderman T. Murray, Chairman

Leslee Stewart

Leslee Stewart, Secretary

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

MEMORANDUM

FOR ACTION: [X] **FOR INFORMATION:** [ ]

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary
Audit and Finance Committee, Attn. Mrs. J. Mills, Secretary

COPIES TO: Mr. B. Conacher
Mr. J. Leuser

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1987 January 27

SUBJECT: COPPS COLISEUM - Interior Art Work

RECOMMENDATION:

That 1) Approval be given to the concept of a Wall of Fame as proposed by the Copps Coliseum "Wall of Fame" Committee.

2) Approval be granted for the purchase of fifty (50) wall hangings (28" x 20") at a cost of approximately $15,530.00.

3) An amount of $5,000.00 be approved for the installation of the wall hangings.

4) The Audit and Finance Committee determine the method of financing.

BACKGROUND:

The Wall of Fame Organizing Committee was formed on 1986 July 21 and has been meeting regularly since that time. They have worked diligently in establishing and defining the objectives and art samples which would be displayed in the Coliseum.

Attached are details on the composition of the "Wall of Fame Committee", their objectives and an art sample.

It is clearly understood by committee members that the art collection will not interfere with any future or potential advertising revenues within the Coliseum.

Respectfully submitted,

John T. Crane
Director
Copps Coliseum

attchm.

BRIAN TORSNEY
CREATIVE MARKETING INC.
131 John St. S., Suite One
Hamilton, Ontario
L8N 2C3
(416) 522-4662

January 26, 1987

Wall of Fame Committee
COST ESTIMATE: Finished wall hangings (28"w X 20"h)

Costs include finished photo to size with copy inserted, plexi-glass frame and bolts with brass finished caps.

Quantity	Price/Unit	Total
25	$ 326.60	$ 8,165.00
50	$ 310.60	$15,530.00

Federal and Provincial taxes extra.

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

COPPS COLISEUM "WALL OF FAME" COMMITTEE

CHAIRMAN	Gerry Ormond, Hamilton Spectator
VICE-CHAIRMAN	Les Prince, Dean of Students, McMaster University
MEMBERS	Wes Hicks, Mohawk College Brian Henley, Historian, Hamilton Public Library Robert Dawson, Mohawk College Advertising Department Dick Beddoes, CHCH-TV Bob Hanley Sr., Hamilton Spectator (Ret) Gary Sommers, CKOC Marty Tammer, Sports Editor, Hamilton Spectator Ron Weston, business Norm Marshall, Consultant Linda Krasuski, Hamilton Spectator Brian Fisher, CHAM Jack Pellech, Lawyer

Organizing committee has been meeting since July 21, 1986.

Suggested that the project be started with (50) displays.

Cost estimated.

Attached is first draft. There have been some changes but principally in wording following meeting Jan. 26, 1987.

35
36

FORUM

Billy Sherring winning 1908 Olympic marathon

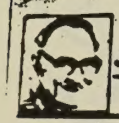
Norman 'Pinky' Lewis

1908 Olympic sprint winner Bobby Kerr

World record setter Dan Sherry

NOV 6 1985

Let's line arena halls with sports stars



Jerry Ormond

HAMILTONIANS MAY have gone and done something they didn't realize they were doing.

They did it when they built the Victor K. Copps Trade Centre/Arena, better known as the Copps Coliseum.

Beautiful place, that Copps Coliseum. I toured it the other day and without a doubt, it is Big Time.

And it's a big place with hallways running all over it. Hallways with 10-foot high walls, nice light-brown and cream-colored cement block walls, hallways of walls, standing there, staring us in the face.

Naked.

Hamiltonians built a first-class facility for hockey or whatever when they constructed the place. And yes, maybe they built something else.

Maybe they built a Hamilton Sports Hall of Fame.

That's where those big blank walls come in.

Why not honor our sports heroes by turning those blank walls into a 'walkway of stars'?

Why not honor our heroes by placing photos, oil paintings, memorabilia or whatever of them in the halls of the Copps Coliseum? This place is destined to become the city's 'sports centre' and Hamilton has no shortage of sports heroes.

Heroes galore

I'll just touch the surface.

How about a large oil painting of Hamilton's Billy Sherring? Perhaps a local artist could work from the photograph (we have a copy of it here at The Spectator) of Sherring, being accompanied by Crown Prince Constantine of Greece as he crossed the finish line to win the marathon run at the 1908 Greek International Games — an 'unofficial' Olympic Games. Sherring, at 112 pounds, was a wisp of a man but a behemoth in the annals of Hamilton sports history.

How about Jake Gaudaur? The former Tiger-Cat became Commissioner of the Canadian Football League but before that he was a world champion sculler.

Jimmy Thompson. Hamilton's Mr. Swimming was coach at the Hamilton Aquatic Club whose swimmers brought some 100-odd national titles to the city.

Speaking of swimmers, how about Dan Sherry and Tom and George Park, Shirley Jones, Irene Barr and another Irene, diver Irene MacDonald who made every Canadian international swimming team from 1964 to 1968.

Then there's Jackie Callura. Hamilton's only world boxing champion. In 1943, Callura stopped Jackie Wilson in Providence, Rhode Island, to win the featherweight title.

Basketball? Well for starters, there were a couple of teams from the Hamilton YMCA that became Dominion champs in 1906-06 and again in 1921-22.

How about a photograph of Hamilton's 1961-62 junior hockey team? Our Red Wings were Memorial Cup winners.

And Hamilton's Tattered Tabbies of 1946 were eastern Canadian senior hockey champs and Allan Cup finalists with Art Childs, Dillon Brady, Johnny Conick, Polly Miocinovich, and the rest. And we had an Allan Cup winner — the Hamilton Hockey Club — back in 1918-19.

And the other Hamilton Tigers, Hamilton's senior lacrosse Tigers of 1933, brought the Canadian championship and the Mann Cup to the city. And the 1948 Tigers did the same thing.

The promoters

Find a spot for M.M. (Bobby) Robinson, 'Paddy' Cline, Sam Manson, Bernie Arbour, 'Cap' Cornelius, Ivor Wynne, Art Mallen, 'Pinky' Lewis and numerous others who promoted sports in the city.

The Gordon Campbell rink from the Hamilton Thistle Club. Back in 1935, Campbell along with his brothers, Don and Duncan, and Gord Coates won the Canadian curling championship. It's the only time a local rink has won the 'Brier'.

How about a couple of kids' baseball teams from Stoney Creek, Canadian champs who went to the Little League World Series in 1962 and 1965? And the Glanbrook Lions, who carried Canada's colors to the Little League World Series this year?.

How about Nick Weslock, winner of countless provincial and national amateur golf titles? And Dick Borthwick, the 1949 CPGA champ? And Claude Pattemore, who has won numerous Canadian, American and internationaltitles in blind golfing?

The legendary Caledonia Indian runner, Tom Longboat. He was from the Six Nations Reserve but close enough to be considered to be a Hamiltonian. Winner of the 1907 Boston Marathon. And Harold Webster, winner of the 1934 British Empire Games Marathon and represented Canada at the 1928, '32 and '36 Olympics.

Then, of course, there is Bobby Kerr, gold medal winner of the 200 metre run in the 1908 Olympics. And runners Phil Edwards and Ray Lewis, Olympic medals winners in '28 and '32.

Add the name of Hamilton native Linda Thom. Gold medal pistol shooter in the 1984 Olympics.

Heck, look at the great Hamilton names in Canadian football. I haven't even touched them. Or those in a host of other sports.

I've just touched the surface. There are probably hundreds and hundreds of others who have brought national and/or international sporting titles to Hamilton.

Why not get 'em together, side by side, in Hamilton's sporting centre?

Hamilton's famous Football Hall of Fame is nine-tenths full of out-of-towners. Be kinda nice if we had a 'hall' honoring the homebrews.

Remember, the Copps Coliseum is yours. You paid for it.

Why not use it?

1984 gold medalist Linda Thom. Golfing champ Dick Borth

World champ Jackie Callura

Curlers Gordon, Don and Duncan Campbell and Gord Coates

Coach Jimmy Thompson

1956 Olympic bronze medal winner Irene MacDonald

DRAFT 1

COPPS COLISEUM WALL OF FAME COMMITTEE

OBJECTIVES

1 — To establish in the Copps Coliseum, in designated and approved areas on the wall space, a series of photographic displays which will present and preserve, for this and future generations a pictorial display of the great history and heritage of sports in the City of Hamilton since its beginnings.

2 — To present all men's and women's sports in picture enlargements and to include action shots, individuals photographs, historical events, special events, team photographs and special newspaper and magazine items and other material as determined from time to time.

3 — To obtain, identify, select, review, store, record, and technically prepare and place on the wall the material in a manner that will be in accordance with the sports philosphy of Victor Copps and will be in keeping with, and contribute to, the dignified yet extremely functional nature of one of the most prestigious and unique facilities on the North American continent.

4 — To mount the material in a visually attractive manner, that will allow change of displays or extension to the total display in the most expeditious manner possible. The highest quality of technical advice will be sought in this matter.

5 — To solicit from the general public, libraries, private collections, the media and every available archival source, appropriate display material in order that an extensive stockpile can be obtained, adequatley stored and maintained to be used as a source for the presentation of a new display or displays as required and determined from time to time.

6 — To assure that the advise of the general public is sought concerning the nature of the displays and other pertinent matters as determined from time to time.

7 — To seek overall approval for this project and to obtain the necessary funding to achielve the establishment of the Wall Of Fame and to assure it's continued operation.

8 — To prepare an initial budget and present same to the appropriate body or bodies. In this area an initial requirement will be to obtain the financial support and then proceed with care and effort to present the first display. The committee believes that this would be the first presentation of this special nature in Canada. This fact alone makes it most appropriate that this display should be an important part of the attractions of Copps Coliseum. The first display should be a model and a sound basis for obtaining the necessary funds required for the long term maintenance and operation of the project. The committee expects that the City Of Hamilton would be the major source of financial support since the Copps Coliseum is a public institution. In determining the financial requirements an annual budget should be struck possibly to be included in the Copps Coliseum annual operational budget. Such action would then assure the perpetuity of the project.

9 — To establish committees responsible for achieving the total objectives and assuring the project is sustained and maintained. The committee should include — executive committee; finance; publicity; special events; operation and technical; recording; and others as required and to be added from time to time.

A D D E N D U M

The Committee assures everyone concerned that the people of Hamilton and surrounding area deserve a display clearly embracing the highest sense of dignity and attractiveness in keeping with the nature and principals of the Copps Coliseum. No compromises will be made in achieving this goal.

The committee is confident that general approval will be granted and the necessary funding will be obtained. To deny support for this support for this project would be denial to the people of Hamilton and area and all interested parties the unique opportunity to view and to be part of, the great history of a city that is one of the great sport cities in Canada, if not the greatest. In Copps Coliseum there can be preserved and maintained forever the records and achievements of individuals and teams, coaches, trainers, administrators and others who have by their excellence and efforts contributed so much to the greatness and growth of the City of Hamilton.

No great elaboration is needed to define other values of this project for the list is endless and includes an added tourist attraction, public education through tours to educational institutions at all levels, tours for special events, events for senior and other special groups — the opportunities are many and unique.

Finally and most important, we cannot afford and must not miss the opportunity to play a small part in documenting in a careful and respectful manner the great performances of Hamiltonian and other, past and present. To lose this opportunity is to dismiss thoughtlessly a vital and most important part of the history of a city that is legendary in the world of sports achievement.

WILLIAM SHERRING

Marathoner Billy Sherring represented Canada in the 1906 Olympics in Athens. With little training and barely enough money to get to the games, he led the pack and broke the previous record by four minutes. He returned home a hero and a $5,000 purse and coached the Canadian marathon team in 1908. He died in 1964.

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

MEMORANDUM

FOR ACTION: [X] **FOR INFORMATION:** [ ]

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary
Audit and Finance Committee, Attn. Mrs. J. Mills, Secretary

COPIES TO: Mr. B. Conacher
Mr. J. Leuser

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1987 January 27

SUBJECT: COPPS COLISEUM - Service Agreement for Examination and Maintenance of Elevating Devices.

RECOMMENDATION:

That 1) The service agreement submitted by Montgomery Kone Elevator Co. Ltd. for Complete Maintenance on elevating devices located within Copps Coliseum be accepted.

2) A purchase order be issued to Montgomery Kone at the monthly rate of $1,533.00 for the term commencing 1986 December 1 and terminating 1987 December 1.

BACKGROUND:

I recently met with representatives from Montgomery Kone Elevator Co. Ltd. to negotiate the service agreement for examination and maintenance of elevating devices, ie. elevators and escalators at Copps Coliseum.

Located within Copps Coliseum are nine elevating devices, ie.
1 - Hydraulic Freight Elevator
1 - Traction Passenger Elevator
7 - Passenger Escalators
These devices represent a capital investment of approximately $800,000.00.

Montgomery Kone was asked to provide the cost for a service agreement for these devices based on the following conditions;

a) yearly operation of 550 hours per device, ie. 110 events/year, 5 hours running time/event.

b) escalators nos. 3, 4, and 5 not in regular use, quarterly inspections only required for these units.

Montgomery Kone recommended that a "Complete Maintenance" agreement be implemented. This agreement offers the following features;

a) regularly scheduled routine examination as required by the Ministry of Consumer and Commercial Relations.

b) monthly lubrication and inspection of all moving components.

c) replacement, ie. materials, labour and equipment of minor parts and major components when warranted.

d) annual cleandown of escalators.

The "Complete Maintenance" service agreement offers optimum maintenance protection and ensures longevity of these mechanical devices. In considering the capital investment in these devices, I believe that the "Complete Maintenance" agreement best suits our requirements.

It should be noted that the monthly rate offered by Montgomery Kone, ie. $1,533.00 has been reduced by $512.00 from $2,045.00 because this equipment is still under warranty with 1987 December 1. Commencing 1987 December 1 the monthly rate increases accordingly to $2,045.00.

Continued /3 ...

BACKGROUND: (Continued)

It should also be noted that because of the conditions placed on the service agreement, ie. yearly operation of 550 hours per device "laying up" of escalators 3, 4, and 5 the total cost of the service agreement has been reduced by approximately 50%. Should these conditions change, the monthly rate would also have to be adjusted accordingly.

Respectfully submitted,

John T. Crane
Director
Copps Coliseum

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

REPORT TO COPPS COLISEUM COMMITTEE

REPORT TO : Copps Coliseum Committee

FROM : Fred Bogden,
Director of Marketing, HECFI

DATE : January 19, 1987

RE : **Status Report on Confirmed Events at Copps Coliseum - February to May 1987**

February, 1987

9 Confirmed Events:

1. Steelhawks Regular Seasen Games - February 5th, 8th, 19th, 22nd and 26th
2. "The Return of the Battle of the Monster Trucks" Truck and Tractor Pull
3. "City of Hamilton Winterfest" Public Skate/Dance
4. "1987 Hamilton Spectator Indoor Games" Track and Field Meet
5. "Moscamania II" Professtional Wrestling

March, 1987

15 Confirmed Events:

1. Steelhawks Regular Season Games - March 1st, 12th, and 15th.
2. "NHL Oldtimers Hockey Game" - March 3rd.
3. "1987 M.S. Skate-A-Thon" - March 14th.
4. "Walt Disney's World On Ice" Skate Show - March 17th. through 22nd., 10 shows

..../2

April, 1987

1 Confirmed Event:

1. "Waylon Jennings/George Jones" Concert - April 4th.

May, 1987

0 Confirmed Event

FB:fb

Fred Bogden,
Director of Marketing.

cc: Mr. B. K. Conacher, Managing Director/Chief Executive Officer, HECFI
Mr. J. Crane, Director, Copps Coliseum

Copps Coliseum
Victor K Copps Trade Centre/Arena

CONFIRMED EVENTS AS OF JANUARY 19 /87

MONTH OF FEBRUARY YEAR 1987

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1 "CITY OF HAMILTON" WINTERFEST 1987	2	3	4	5 STEELHAWKS VS GUELPH 7:30 pm	6 HOLD	7 "THE RETURN OF THE BATTLE OF THE MONSTER TRUCKS" 7:30 pm
8 STEELHAWKS VS SUDBURY 7:00 pm	9	10	11	12 1987 HAMILTON SPECTATOR INDOOR GAMES MOVE-IN	13 1987 HAMILTON SPECTATOR INDOOR GAMES 7:15 pm	14
15 "MOSCAMANIA II" 2:00 pm	16	17	18	19 STEELHAWKS VS. S.S. MARIE 7:30 pm	20	21
22 STEELHAWKS VS. GUELPH 7:00 pm	23	24	25	26 STEELHAWKS VS. NORTH BAY 7:30 pm	27	28

Copps Coliseum
Victor K. Copps Trade Centre/Arena

CONFIRMED EVENTS AS OF JANUARY 19/87

MONTH OF MARCH YEAR 1987

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1 STEELHAWKS VS LONDON 7:00 pm	2	3 "NHL OLDTIMERS HOCKEY GAME" 7:30 pm	4	5	6	7
8	9 HOLD	10 HOLD	11 HOLD	12 STEELHAWKS VS. S.S. MARIE 7:30 pm	13 HOLD	14 "87 M.S. SKATE-A-THON"
15 STEELHAWKS VS WINDSOR 7:00pm	16 MOVE-IN	17 →	18 "WALT DISNEY'S WORLD ON ICE" SHOW	19 →	20 →	21 →
22 →	23	24	25 HOLD	26	27 HOLD	28 HOLD
29 HOLD	30	31 HOLD				

Copps Coliseum
Victor K Copps Trade Centre/Arena

CONFIRMED EVENTS AS OF JANUARY 19 /87

MONTH OF APRIL YEAR 1987

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4 "WAYLON JENNINGS GEORGE JONES" CONCERT 8:00 pm
5	6 HOLD	7	8 HOLD	9 HOLD	10 HOLD	11 HOLD
12 HOLD	13	14	15	16	17	18 HOLD
19	20	21	22	23	24	25
26	27	28 HOLD	29	30		

Copps Coliseum
Victor K Copps Trade Centre/Arena

CONFIRMED EVENTS AS OF JANUARY 19/87

MONTH OF MAY YEAR 1987

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
31					1	2 HOLD
3	4	5	6 HOLD	7	8 HOLD	9 HOLD
10 HOLD	11 HOLD	12 HOLD	13 HOLD	14 HOLD	15 HOLD	16 HOLD
17 HOLD	18 HOLD	19	20 HOLD	21	22	23
24	25	26	27	28	29	30

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

1987 January 27

REPORT BY THE DIRECTOR OF COPPS COLISEUM

5.1 Events

Winterfest is moving into the Coliseum for the whole day and evening on 1987 February 1. The day starts with general skating during the day, a celebrity hockey game during the evening between City Council and a local radio station and capped with a dance to a live band known as Subway Elvis. It should be quite an evening.

The Ontario Arenas Association held their annual meeting at the Hamilton Convention Centre on January 7th, 1987. During that time regular tours of the Coliseum were provided to all association members which in total was approximately three hundred people. At that meeting the Director was presented with a certificate as a Facility Manager having complied with the standards and criteria of the Parks and Recreation Federation of Ontario and the Ontario Arenas Association.

5.2 Technical

The second phase of the Honeywell Training Program for members of Copps Coliseum and the Central Utilities Plant takes place from January 26th to 30th in a class room setting at Copps Coliseum. This is where they learn about the programming and operation of the new Delta 5200 computer which operates all of the heating, cooling, ventilation, fire alarm and detection system in Copps Coliseum, the Hamilton Convention Centre, Hamilton Place, the Ontario Government Building, City Hall, Art Gallery, City Parking Garage and the Central Utilities Plant.

It is worth noting that with the addition of Copps Coliseum, Hamilton Place and the forthcoming completion of City Hall, the City of Hamilton will have the largest Honeywell Central Contol System in Canada in a downtown core area.

Continued /2 ...

5.2 Technical Cont'd

The completion of projects such as the private boxes, administration offices, arena lighting, sound system and seating modifications are on schedule as per the Director's Report to the committee dated 1987 January 7.

Respectfully submitted,

John T. Crane
Director
Copps Coliseum

Attachment 6.1.1

6.1.1 Copps Coliseum Commitee Minutes of January 12, 1987

COPPS COLISEUM COMMITTEE

Monday, January 12, 1987
11:00 o'clock a.m.
Copps Coliseum Board Room

PRESENT: Alderman T. Murray, Chairman
Mr. D. Beattie, Vice-Chairman
Mr. W. McFarland
Alderman J. Gallagher

ALSO PRESENT: Mr. B. Conacher
Mr. J. Crane
Mr. J. Leuser
Ms. L. Stewart, Secretary

REGRETS: Mr. T. Casey
Mr. F. Bogden

The Chairman called the meeting to order at 11:40 a.m.

In Camera Session

MOVED by Mr. Beattie, seconded by Mr. McFarland that

THE COPPS COLISEUM COMMITTEE MEET IN CAMERA ON THE FOLLOWING ITEMS.

MOTION CARRIED.

The following motions were carried during the In Camera Session:

THAT THE IN CAMERA MINUTES OF NOVEMBER 28, 1986, BE APPROVED.

THAT THE STATUS REPORT ON TENTATIVE HOLDS AT COPPS COLISEUM - JANUARY TO APRIL 1987, BE RECEIVED FOR INFORMATION.

THAT THE COPPS COLISEUM EVENT REVENUE REPORT - NOVEMBER 1986, BE RECEIVED FOR INFORMATION.

THAT NO ACTION BE TAKEN ON THE WRITTEN REQUEST FROM THE MULTIPLE SCLEROSIS SOCIETY OF CANADA TO REDUCE THE BASIC BUILDING FEE OF $6,000.00 TO $3,000.00 IN ORDER THAT THIS ORGANIZATION CAN SPONSOR A SKATE-A-THON IN COPPS COLISEUM.

THAT THE IN CAMERA SESSION BE ADJOURNED.

1. Minutes of November 28, 1986

MOVED by Mr. McFarland, seconded by Mr. Beattie that

THE MINUTES OF NOVEMBER 28, 1986, BE APPROVED.

MOTION CARRIED.

2. Business Arising From The Minutes

2.1 Exterior Electronic Signage

Alderman Gallagher suggested that perhaps the electronic sign could be located at King and James Streets due to the amount of traffic, both vehicular and pedestrian. The Director of Copps Coliseum suggested that signage should be placed on each quadrant of the building and thereby solving the sight problem. He further added that the main concern is to maximize the signage. The Managing Director/CEO commented that although the signage is not complete on the exterior of the building, a large sum of money has not be spent either. He further commented that Phase I should be signage around the immediate building. This electronic hardware is expensive and therefore all efforts should be made to get the best use and best exposure for the money. Mr. McFarland suggested that there be two phases to this item. First we should have a sign located near or on the building and perhaps another sign at another location should be studied. The Director of Copps Coliseum advised that we need to finish our signage. Signage he advised, sometimes takes up to five years to finish. He further advised that we should finish off what was meant to be in place and then in the future look at other locations for signs. This study could be for another time. Mr. Beattie asked the committee if we need to put signs on the building. The Managing Director/CEO advised that we need an electronic sign at York and Bay Streets because a lot of traffic moves by this building.

MOVED by Mr. McFarland, seconded by Mr. Beattie that

THE REPORT ENTITLED EXTERIOR ELECTRONIC SIGNAGE, AS SUBMITTED BY THE DIRECTOR OF COPPS COLISEUM, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

3. Marketing

3.1 Status Report on Confirmed Events at Copps Coliseum - January to April 1987

MOVED by Mr. McFarland, seconded by Mr. Beattie that

THE STATUS REPORT ON CONFIRMED EVENTS AT COPPS COLISEUM - JANUARY TO APRIL 1987, AS SUBMITTED BY THE DIRECTOR OF MARKETING, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

4. Capital Requests

4.1 Central Utilities Plant - Revisions to Chilled Water Piping, Award of Contract

MOVED by Alderman Gallagher, seconded by Mr. Beattie that

THE QUOTATION RECEIVED FROM J. J. ELLIOTT MECHANICAL LTD., IN THE TOTAL AMOUNT OF $18,193.00 INCLUDING ALL TAXES, FOR THE SUPPLY AND INSTALLATION OF MODIFICATIONS TO THE CHILLED WATER PIPING SYSTEM AT THE CENTRAL UTILITIES PLANT BE ACCEPTED, AND THAT THE AUDIT AND FINANCE COMMITTEE RECOMMEND THE METHOD OF FINANCING.

MOTION CARRIED.

5. New Business

5.1 Consolidated Unaudited Operating Results for Copps Coliseum for the Eleven Month Period Ended November 30, 1986

The Director of Finance and Administration advised that the budget deficit has changed very little for the month of November.

MOVED by Mr. McFarland, seconded by Alderman Gallagher that

THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR COPPS COLISEUM FOR THE ELEVEN MONTH PERIOD ENDED NOVEMBER 30, 1986, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

5.2 Unaudited Operating Results for the Central Utilities Plant for the Eleven Month Period Ended November 30, 1986

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE UNAUDITED OPERATING RESULTS FOR THE CENTRAL UTILITIES PLANT FOR THE ELEVEN MONTH PERIOD ENDED NOVEMBER 30, 1986, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

5.3 Copps Coliseum - Roof Identification

The Director of Copps Coliseum explained to the committee that this item is a request from the Executive Committee. He advised that we could paint the Copps Coliseum logo on the roof or design a sign. He further advised that we are awaiting information from the manufacturer of the roof. The Managing Director/CEO advised that the roof is covered with snow most of the year and wondered if it is worth spending the money on this project. Mr. McFarland did not believe that many planes flew over the building and suggested that we secure a report from staff on the merit of the sign before proceeding. The Chairman advised that the intent of the Executive Committee was to identify the City by placing this name on the roof of the arena.

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE DIRECTOR OF COPPS COLISEUM MAKE A RECOMMENDATION TO THE HECFI BOARD OF DIRECTORS ON THE MERIT OF THE ROOF IDENTIFICATION, ONCE HE SECURES A DETAILED COST PROPOSAL FROM THE MANUFACTURERS OF THE ROOF MATERIAL.

MOTION CARRIED.

6. Report by the Director of Copps Coliseum

MOVED by Mr. Beattie, seconded by Alderman Gallagher that

THE REPORT AS SUBMITTED BY THE DIRECTOR OF COPPS COLISEUM, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

7. Other Business

7.1 Use of Copps Coliseum by Minor Hockey Association

The Director of Copps Coliseum advised the committee that a motion was approved before the committee on April 8, 1986 to set aside one free day a year for minor hockey championships. The Director suggested that the one day be extended to three or four days to hold the championships and that perhaps the public skate as held during the Copps Coliseum birthday party should become an annual event. Alderman Gallagher advised that the Culture and Recreation Department should coordinate the teams for the skate. He believed the tournament was for City of Hamilton recreational hockey. The Managing Director/CEO advised that there are several leagues in Hamilton and this needs to be clearly defined. During Minor Hockey Week in Edmonton, for example, all minor final games were played in Northlands Coliseum. This could be done at the end of Minor Hockey Week, although a one-game final may not be suitable. The Director of Copps Coliseum advised that it should be determined what leagues are involved. It was suggested that the Director of Copps Coliseum contact the Culture and Recreation Department for them to determine what day(s) and time(s) they require for this event to take place.

7.2 Handicapped Patrons

Alderman Gallagher advised the committee that he has had a request from a handicapped person in a wheel-chair that he cannot reach the condiments for hot dogs while at the Coliseum. The Managing Director/CEO suggested that perhaps Volume Services could lower the tables that are presently in place. The Director of Copps Coliseum advised that he will contact Volume Services about this concern.

7.3 Beer Sales

Alderman Gallagher inquired why beer is not being sold at Copps Coliseum during events. The Director of Copps Coliseum advised that Volume Services still has questions regarding the licence and the selling of beer. He advised that they will be in Hamilton on January 19th, 1987 and shortly after this meeting beer will be sold in Copps Coliseum. Alderman Gallagher further mentioned that every event not selling beer is losing money and that we should be looking to moving on this matter. The Managing Director/CEO advised that it is being dealt with and there are a few points to be cleared up. Discussion ensued on the brands of beer to be sold at Copps Coliseum and the Managing Director/CEO advised that it is against the liquor laws to "push" one brand over another. The Director of Copps Coliseum further

advised the committee that this is the first large arena in Ontario to apply for a licence to sell beer.

7.3 Update on the Arena Floor Status

The Managing Director/CEO asked that the Director of Copps Coliseum prepare an update on the arena floor status for the HECFI Board of Directors at their meeting to be held January 23, 1987.

7.4 Use of Private Boxes

The Managing Director/CEO mentioned that for the Team Canada hockey game held January 5th, 1987, Hockey Canada requested use of one private box for that game. He stated that Aldermen and their guests also used that box which caused the box to become congested during the game. He asked for clarification on how the private boxes are to be used. Alderman Gallagher advised that we need to clarify what the policy is and perhaps Messrs. Conacher and Crane should draft something up for the next Copps Coliseum meeting. Mr. McFarland advised that he thought there was a policy in place governing the use of the private boxes and that this matter should be discussed at the next meeting. The Secretary was directed to place this item on the agenda of the next Copps Coliseum Committee.

8. Date of Next Meeting

The Chairman advised that the new standing date for the Copps Coliseum Committee will be the fourth Wednesday of each month with the meeting commencing at 11:00 a.m. The next meeting of the Copps Coliseum Committee will be held January 28, 1987.

9. Adjournment

MOVED by Alderman Gallagher, seconded by Mr. Beattie that

THE MEETING ADJOURN AT 12:45 p.m.

MOTION CARRIED.

Taken as read and approved,

_____

Alderman T. Murray, Chairman

_____

Leslee Stewart, Secretary

6.2 Hamilton Convention Centre Committee First Report

REPORT TO THE BOARD OF DIRECTORS, HECFI
FROM THE HAMILTON CONVENTION CENTRE COMMITTEE MEETING
OF JANUARY 30, 1987

The Hamilton Convention Centre Committee presents its **FIRST REPORT** for 1987, with the following items given for **information** :-

1. Director's Report

The Director presented his report, copy of which is attached as **Appendix "A"** and this was received for information.

2. Client Evaluations

These were received for information.

3. Marketing/Sales Division - Sales Report for December 1986

This was received by the Committee for information, and a copy will be included in the Marketing/Sales Division Report to the Board to be considered at its next regular meeting.

4. Financial Statements

The Director, Finance/Administration, gave his report verbally, explaining that the December report, as usually is the practice, will be incorporated into the year-end accounts. It was pointed out that the usual monthly reports give estimated figures only. The Director, Finance/Administration, will be including his report for consideration at the next regular meeting of the full Board of Directors.

5. Information Package

This was received by the Committee for information, but with a request that a more detailed package be provided for the next regular meeting of the Committee.

6. Other Business

The Board Chairman, Alderman Hinkley, raised the subject of the size of banquets, specifically the Status of Women Banquet, and was informed that up to 1400 people can be accommodated providing no other food and beverage function coincided. It was also stated that the compliment of waitstaff was becoming more stable now, and that the remaining problem with part-time staff was in the Stewarding Department.

7. Date of next regular meeting

The date of the next regular meeting was set as February 27, 1987.

Respectfully submitted,

Terry E. Yates, Chairman
Hamilton Convention Centre Committee

B. Goddard, Secretary

APPENDIX "A" TO THE FIRST REPORT FOR 1987 OF THE HCC COMMITTEE FROM ITS MEETING HELD JANUARY 30, 1987

HAMILTON CONVENTION CENTRE

REPORT TO THE HAMILTON CONVENTION CENTRE COMMITTEE
FROM THE DIRECTOR
FOR THE MONTH OF DECEMBER, 1986

January 26, 1987

INTRODUCTION:

Management would like to welcome the new Committee Member, Mr. Norm Levett, and welcome back an old member, Mr. David Braley. 1987 should be a very productive and busy year for the Convention Centre, and Management is looking forward to working with the Committee.

1986 was our best year ever with some $2.46 million in revenue received. This is 25% over budget and 15% over 1985 actuals. December itself was about 2% below 1985, but some 23% above budgeted figures.

Occupancy figures also showed 1986 the best year ever.

OPERATIONS:

Business during December consisted mostly of Christmas parties with some of the large ones being Dofasco (800) Monesco Aerospace (760) C.U.P.E. Local 5 Children's Party (1,100) Women's Canadian Club (550) Citibank (400) and Canadian Canners (350). The Student Mission Advance Convention had approximately 900 at the Centre for each of the three days between Christmas and New Years, and on New Year's Eve, there were approximately 3,000 for a meeting in Chedoke.

EMPLOYEE OF THE MONTH:

This programme has now started and it is turning out to be very successful. Recommendations for Employee of the Month are numerous and the programme is excellent as a morale-raiser.

BED RACE - Downtown B.I.A.

The Convention Centre is entered in the Downtown B.I.A. Bed Race which is to be held on Saturday, February 7th. This is an annual event and both the Convention Centre full-time and part-time staff are involved in this very colourful event.

William J. Penfold
Director
Hamilton Convention Centre

6.2.1 Hamilton Convention Centre Committee

Minutes of January 9, 1987

HAMILTON CONVENTION CENTRE COMMITTEE

REGULAR MEETING

Friday, January 09, 1987
9:00 o'clock a.m.
Room 205, HCC

PRESENT: Mr. T. E. Yates, Chairman
Alderman R. Wheeler, Vice-Chairman
Alderman B. Hinkley

ALSO PRESENT: Mr. W. J. Penfold, Director
Hamilton Convention Centre
Mr. B. K. Conacher
Managing Director/CEO, HECFI
Mr. J. A. Leuser, Director
Finance/Administration, HECFI
Mr. S. H. Dockman, Operations Manager
Hamilton Convention Centre
Mr. N. Davidson, Sales Manager, HECFI
Mr. R. Allard, Manager
MacNab Arms Restaurant
Mrs. B. Goddard, Secretary

ABSENT: Mr. D. M. Beattie - on business
Mr. F. Bogden, Director
Marketing/Sales, HECFI - sickness

Chairman's remarks

1. Chairman's Remarks

Chairman's memorandum

The Chairman called the meeting to order at 9:00 a.m. and drew the attention of the Committee to the memorandum he had enclosed with the Agenda material.

Alderman Wheeler stated he would prefer the Chairman's memorandum to be discussed at the Committee's next regular meeting subsequent to the January meeting of the full HECFI Board. He felt the questions were very pertinent to the Committee and would like to see the members, including any new ones who might be added, present to discuss the Committee meetings.

Secretar

However, discussion did take place, and Alderman Hinkley agreed with the Chairman's memorandum, stating that the Committee has indeed been a reactive one. He had no problem with the dates and times of meetings; however, the one point he wished to raise related to the fact that after some initial problems, the Centre had developed a good reputation in the community, notwithstanding criticism from other facilities; why then, had it not been able yet to break even? He felt that should be the goal of all three HECFI facilities - reasonable goals keep personnel on their toes and are easier to attain. He could not suggest any changes except those which would be reacting to given situations.

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Information packages for members of committee

The Chairman agreed with Alderman Wheeler that his memorandum should be discussed when a full complement of members was present. However, he also requested that the Director and staff of the Centre should make available to Committee members, both present and future, an information package relating to the Committee and its meetings.

Directc and HCC staf

Minutes of previous meeting

2. Minutes of Meeting held November 27, 1986

It was MOVED by Alderman Wheeler, seconded by Alderman Hinkley -

THAT THE MINUTES OF THE MEETING HELD NOVEMBER 27, 1986 BE APPROVED AS CIRCULATED TO THE MEMBERS.

MOTION CARRIED

Director's Report - Nov./Dec.'86

3. Director's Report - November/December 1986

The Director, Hamilton Convention Centre, presented his report for November/December 1986, stating that although he was unable to give any figures for the month of December, the two months had been very successful. November had been the second month in 1986 that revenue had gone over $300,000, and it was reasonable to suppose that the year would end with $2.4 or $2.5 million, already being 17% over 1985. Although both months had accommodated mainly small functions, larger ones included the Hadassah Bazaar (2,000) Square Dancers (1,200) Central Canada Broadcasting Engineers (4,000) a Computer Conference (2,000) Real Estate Board Seminars (600) and, to end the month of November, the Festival of Friends had a total of 3,000.

Centre - repairs etc.

It was pointed out that the Chairman's comments at the last meeting had been taken to heart and it would be noticed that the Centre had received much attention in the way of repairs and painting of the walls and cleaning of the rugs in the building.

Although there had been problems in the Stewarding Department, the holiday season had passed successfully with only one senior employee. The addition of the new Assistant Chief Steward to the Centre staff would lead to an improvement.

MacNab Arms

The Director informed the committee that he would be giving a verbal report on MacNab Arms Restaurant later in the meeting.

Liquor Lic. transfers

The liquor licences for both Hamilton Place and the Convention Centre have now been transferred to HECFI - this being an administrative procedure, to bring all three facilities' licences into line under HECFI.

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Steeler Mile Charity Event

The Director reported that the Convention Centre will sponsor, together with Amstel Brewery, the Steeler Mile sporting event to be held in Downtown Hamilton in February. Wentworth Hall will be donated as a warm-up and cool-down area and the Centre will also enter a Celebrity Team in the event, the proceeds of which will be for charity.

It was MOVED by Alderman Hinkley, seconded by Alderman Wheeler -

THAT THE DIRECTOR'S REPORT BE RECEIVED FOR INFORMATION

MOTION CARRIED

Correspondence

4. Correspondence

It was MOVED by Alderman Wheeler, seconded by Alderman Hinkley -

THAT THE ITEMS OF CORRESPONDENCE BE RECEIVED FOR INFORMATION

MOTION CARRIED

Client Evaluations

5. Client Evluations

Alderman Wheeler again expressed his appreciation that these are presented for examination by the Committee members, and noted that there were a few complaints (one about cold food) although most comments were favourable. The Director pointed out that the critiques are for individual events, and that it is trends that are sought, in order that ongoing problems can be corrected. The Operations Manager pointed out that problems with cold food very seldom occur and are most unusual, as French Service is most effective at ensuring hot food, and the Director stated there is often a reason - such as there being several events and meals proceeding at the same time. Alderman Wheeler said this was one of the reasons the committee can be described as a reactive one - they take note of what is said about the Centre and take appropriate action. They also face criticisms and regard them as constructive. On occasions, the problems which crop up at one function are avoided the next time because they are noted in the files.

Complaints - trends sought

Noise transfer

Alderman Wheeler expressed concern at the noise transfer between rooms and the Operations Manager explained that, although the internal partitions do much to cut down noise between those room sections, quite often the doors to the corridors are left open (by the clients) and nothing can be done to prevent the problem then, apart from trying to keep them closed during noisy events. The Director said that staff try to arrange a "baffle" room between different functions and as this was the first time the problem had been mentioned, it has not as yet developed into a "trend".

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During discussion many other small points were raised and clarified by staff, and it was again noted that the Centre gets a lot of repeat business and that accurate files help greatly in dealing with repeat clients. The Managing Director noted that much of the repeat business was initiated a long time ago and is continuing in spite of Council's direction and amendment to the Centre's mandate. Alderman Hinkley could not see that the Centre was doing anything not in the mandate as amended, but Mr. Conacher informed the meeting that other facilities' management are not happy that we still get "small" business and think we should just "hand over" all such business. Alderman Hinkley agreed that we should not turn away any business - if people like coming to the Centre, they have a right to do so. Mr. Conacher mentioned a recent meeting where it had been suggested the Centre become solely a convention centre, but as had been said before, the transition is bound to be a gradual one. The Director observed that the Centre no longer advertises for small events, and it was generally agreed that in time, it will become more and more difficult to fit them in, as convention blocks will take up the space. Alderman Hinkley remarked that the Centre had worked hard to gain its reputation, and that word-of-mouth is still working - no advertising is needed for local events.

Repeat business noted

"New" mandate being adhered to by HCC

During discussion, the Chairman pointed out that not contacting former clients in any way will eventually cause a drop in revenues, and wondered if it was understood by the City what this could mean during the transition period, until the gap can be filled by conventions. Alderman Hinkley added that although no advertising is done now for banquets, weddings, etc., existing clients still call with repeat business and shouldn't be turned away, or revenues could drop as low as $1.5 million over the next year or so, while repeat convention clients are being added to the Centre's base in sufficient numbers. Management should not be forced into making an abrupt change, otherwise the drop in revenues could come much sooner. He also reiterated that repeat business still occurs, when the new mandate is being followed by the Centre. The Director pointed out that the mandate from Council was that we "decrease" solicitation of local business - not discontinue; the word "discontinue" in the relevant recommendation was changed to "decrease" at City Council in August of 1985, whereupon advertising was decreased. The Sales Manager agreed that if repeat business is requested by a client, the Centre would accommodate, and Alderman Wheeler pointed out that as the Centre is owned by the City, its citizens have the right to use it when it is available. The transition is already taking effect, as smaller events are getting more difficult to accommodate, and this fact was confirmed by the Sales Manager.

Transition period - City to realize repeat business still exists

Abrupt change to be avoided

"Small" events to be gradually reduced - oack of space

The Chairman raised the point that clients complain at having to repeat their requirements twice, once to Sales

"Sales" and "Events" - clients' problems

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and again - to the Events Department, but was assured this is being addressed, in that Sales attempt only to handle bookings up to the deposit stage, after which the client is involved with the Events Department. In the past, it had been quite usual for the Events Department to deal with both functions, especially in the case of repeat business.

It was eventually MOVED by Alderman Hinkley, seconded by Alderman Wheeler -

THAT THE CLIENT EVALUATIONS BE RECEIVED FOR INFORMATION

MOTION CARRIED

Sales Report - Nov. 1986

6. Sales Report - November 1986

Absence of Dir.Mktg/Sales recorded

The Managing Director/CEO asked for it to be recorded that the Director, Marketing/Sales Division of HECFI, was absent due to illness and that the Sales Manager had been asked to attend the meeting in his stead, to review the items in the Sales Report.

Figures for November '86

Mr. Davidson reported that sales for November 1986 were $318,714, up by $108,870 from November 1985. Actual revenue for the month was $308,979, an increase over the previous November of $15,096. Projected revenue for the balance of the year was $232,592; for the same period in 1985 it was $198,632.

Confidential items - separate agenda

The Managing Director pointed out that at the last regular meeting, there was some discussion on the make-up of the Sales Report, adding that certain confidential items relating to clients' business should be discussed in camera, and even though the Press has not as yet attended Convention Centre Committee meetings since amalgamation, it should be matter of course for the Secretary to make up a separate "In Camera" Agenda for such confidential matters. The Secretary was also advised that the item "Marketing/Sales Update Report" should be a regular item in the Agenda in future, whether or not it had actually been received prior to preparation of the Agenda.

Secretar

Marketing Plan

The Managing Director also mentioned that the status of the Marketing Plan as it pertains to the Convention Centre was not known at present, and he had no clear idea of when it would be forthcoming.

It was MOVED by Alderman Wheeler, seconded by Alderman Hinkley -

THAT THE SALES REPORT FOR NOVEMBER 1986 BE RECEIVED FOR INFORMATION

MOTION CARRIED

Financial Report - to Nov. 30, '86

7. Summary of Revenue and Expenditures to November 30, 1986

The Director, Finance/Administration, presented this report, stating that the results for the period were excellent. Revenues again exceeded budget for the month, being $308,979 compared to the budgeted figure of $261,247, and for the eleven month period to November 30, 1986 the figures were (budgeted) $1,766,562 and (actual) $2,200,662 - an excess of $434,100. There was a budgetary surplus increase of $19,875 over the month of October 1986 and an excess of expenditures over revenues for the eleven-month period, resulting in a $166,152 budgetary surplus for the eleven-month period.

It was MOVED by Alderman Hinkley, seconded by Alderman Wheeler -

THAT THE SUMMARY OF REVENUE AND EXPENDITURES TO NOVEMBER 30, 1986 BE APPROVED AND FORWARDED TO THE AUDIT AND FINANCE COMMITTEE FOR RECOMMENDATION TO THE BOARD OF DIRECTORS

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MOTION CARRIED

Lighting Maintenance Contract

8. Lighting Maintenance Contract

The Chairman asked the Operations Manager for the current status on the matter of the lighting maintenance contract, and was informed that it has been extended month by month since its termination. The Committee discussed the supporting material provided, and on the advice of the Director, Finance/Administration, it was MOVED by Alderman Hinkley, seconded by Alderman Wheeler -

THAT BURL-OAK LIGHTING AND SIGN CO. BE AWARDED THE LIGHTING MAINTENANCE CONTRACT FOR THE TERM ENDING NOVEMBER 30, 1988, WITH OPTIONS FOR 1989 AND 1990, TO COMMENCE IMEDIATELY, AND THAT THE RECOMMENDATION BE TREATED AS AN INFORMATION ITEM, WITH NO NECESSITY TO OBTAIN THE APPROVAL OF THE BOARD OF DIRECTORS

Operatior Manage

MOTION CARRIED

MacNab Arms Restaurant

9. MacNab Arms Restaurant

The Director reported that at a meeting of the Parks and Recreation Committee held January 06, 1987, two motions had been discussed, one of which was a proposal that the Historical Board put a "Ma and Pa" operation in at the restaurant and the other, that Item 6 of the Sixteenth Report of the Parks and Recreation Committee adopted by City Council at its meeting of June 24, 1986 respecting entering into an agreement with the Hamilton Entertainment and Convention Facilities Inc., Convention Centre, to operate the dining facilities at Dundurn Castle, be

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reconsidered and referred back to the Parks and Recreation Committee for further review. Mr. Allard had been asked, and had prepared, some options and these were available if the Committee wished to consider them.

Mr. Conacher informed the committee that over a series of meetings held by City committees and the Historical Board, the whole project had been reduced to the fact that if an operation were to break even, or make money eventually, that was too high a level, but that anything else would have to be subsidized by the City. City Council would be making a decision on the recommendation of the Parks and Recreation Committee at the Council meeting to be held January 13, 1987.

Alderman Wheeler stated he had supported the Business Plan entirely initially, and thought it just needed to be presented to Council with a clear picture of how it should be handled, but Council now seemed to have made up its mind a "Ma and Pa" operation was all they required. They now needed to be informed exactly what the deficit would be in this event.

Alderman Hinkley was of the opinion Council had asked for a minimum level of service for the benefit of tourists, but that the proposal put forward was for too high a level, and required a much higher capital outlay; this could cause a problem with other (private) facilities, with whom the City would be in competition. He anticipated Council would reject the plan. Mr. Conacher agreed, stating that, to the HECFI personnel who attended the Parks and Recreation Committee meeting, it seemed obvious the higher level of service was not wanted, even though the alternative would definitely cost the City money over and above the initial capital outlay.

Tabled pending City Council's decision on P. & R. Comm.

The Chairman suggested, and it was agreed by the Committee, that it would be premature to consider new options until after Council on Tuesday, and that the matter should be **tabled** pending a decision on the Parks and Recreation Committee's recommendation.

10. Date of next meeting

Date of next meeting HCCC

It was noted that now the holiday season was over, meetings would revert to their regular dates and times, which would mean the next Hamilton Convention Centre Committee meeting should take place on Friday, January 30, 1987.

Marketing Plan

Alderman Wheeler asked whether the Marketing Plan would be ready by then and was informed by the Managing Director that as yet no draft was available, and this would hold up the Business Plan for HECFI for 1987. The Secretary was instructed by the Chairman to write the Director, Marketing/ Sales, requesting that a draft of the Marketing Plan be provided in time for consideration at the next meeting of

Secreta

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the Committee, and it was agreed that the next meeting would take place on Friday, January 09, 1987.

Adjournment

11. Adjournment

It was MOVED by Alderman Wheeler, seconded by Alderman Hinkley -

THAT THE MEETING ADJOURN, AT 10:35 O'CLOCK A.M.

MOTION CARRIED

Taken as read and approved,

Terry E. Yates, Chairman
Hamilton Convention Centre Committee

B. Goddard, Secretary
Hamilton Convention Centre Committee

6.3 Audit & Finance Committee First Report

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

REPORT TO THE HECFI BOARD OF DIRECTORS OF THE AUDIT/FINANCE COMMITTEE MEETING OF FEBRUARY 4, 1987

The Audit/Finance Committee presents its FIRST Report and respectfully recommends:

1. Copps Coliseum - Wall of Fame

(a) That approval be granted to tender or call for proposals for the purchase and installation of fifty (50) wall hangings (28" X 20"); and

(b) That, subject to the approval of the awarding of the tender(s) or call(s) for proposals, the cost of the purchase and installation work be charged to work-in-progress expenditure account number 0408-U32753 (Interior Art Work).

Note: For the information of the Members of the Board, the cost of this purchase and installation work has been estimated at $18,444.98 (all taxes included) and $5,000.00 respectively. The Copps Coliseum Committee, at its meeting of February 3, 1987 approved the project. Sufficient funding is available in work-in-progress expenditure account number 0408-U32753 (Interior Art Work).

The following are items for information only:

1. Director of Finance and Administration's Verbal Report

Attached as Schedule "A".

2. Preliminary 1986 Annual Financial Results for HECFI and CUP

Attached as Schedule "B".

3. Monthly Breakdown Summaries of the 1987 Operating Budgets for HECFI and CUP

Attached as Schedule "C".

4. Insurance Coverages for HECFI

Attached as Schedule "D".

5. Financial Position of the Special Events Subsidy Fund

The balance of the fund remaining at December 31, 1986 is $182,139.45 of which City Council at its meeting of January 13, 1987 agreed to underwrite losses of up to $27,500 if incurred, by the 91st Highlanders Athletic Association in staging the February, 1987 Hamilton Spectator Indoor Games. If the $27,500 is utilized, this will leave $154,639.45 remaining. The Director of Finance and Administration advised the Committee members that sufficient care should be taken in 1987 in approving any requests for financing for 1988 and thereafter since adequate funding may not exist beyond 1987. The financial position of the Special Events Subsidy Fund is attached as Schedule "E".

6. Event Revenue Summary

6.1 Hamilton Place for 1986
6.2 Copps Coliseum for 1986

Attached as Schedule "F".

RESPECTFULLY SUBMITTED

"W.H. McFarland" /per J. Mills

W. H. McFARLAND, CHAIRMAN
AUDIT/FINANCE COMMITTEE

J. Mills

Joan M. Mills, Secretary
Audit/Finance Committee

Hamilton Entertainment and Convention Facilities Inc.

Schedule "A" referred to in Section 1 of the Information Items of the FIRST Report of the Audit/Finance Committee

Report to the Audit/Finance Committee from the Director of Finance and Administration

Introduction

On behalf of management, I would like to welcome Mr. Norman Levitt as the new member to our Committee and welcome back Messrs. McFarland, Bart, Hector and Cino. Management also extends its congratulations to Mr. Webb McFarland on his re-appointment as Chairman of the Audit/Finance Committee and to Dr. Chris Bart on his re-appointment as Vice-Chairman.

Since this is Mr. Levitt's first meeting with the Committee, a copy of the Audit/Finance Committee's Terms of Reference will be distributed to each member, along with a copy of HECFI's Legislation for Mr. Levitt.

Status of 1986 Year-End Statements

We have just closed out our 1986 accounts. My staff are currently working on year-end working papers and the financial statements for the auditors. The auditors will be completing their year-end audit during the last two weeks in February. At the next meeting of this Committee on March 3, 1987, it is my intention to present to the Committee the draft 1986 financial statements for comments in respect of the financial presentation, including applicable notes.

At the Committee meeting following the March 3rd meeting, which is expected to be held on March 31, 1987, it would then be my intention to have the auditors present the audited 1986 financial statements for approval. At this meeting, the Committee may wish to discuss with the auditors its concern about not being previously advised in March, 1986, by them of the old outstanding accounts receivable accounts for Hamilton Place.

Status of 1987 - 1991 Capital Budgets

City Council at its January 27, 1987 meeting, approved the 1987-1991 Capital Budget Programme for HECFI and CUP.

The next step in the process, in order to commence with particular capital projects, is for management to request the applicable HECFI Committees and Board to approve proceeding with particular projects and that the City's Executive Committee be requested to recommend the method of financing.

Once these approvals have been obtained, including approval by City Council, management can then tender the capital projects. If the tender amount is over $10,000, the awarding of the tender must be approved by the Board.

Status of 1987 Operating Budgets

The City is attempting to reduce its mill rate increase from 6.2% to 5.9%. In order to accomplish this, the City is looking for additional budget cuts of $250,000.

At the City's Finance Committee on February 3, 1987, it was decided that the $250,000 in cuts should be achieved by pro rating it over all City Departments and Local Boards. HECFI's and CUP's pro rate share of the $250,000 reduction is $6,000 and $6,360, respectively. This recommendation of the City's Finance Committee is subject to City Council's approval on February 10, 1987.

John A. Leuser

John A. Leuser, C.A.
Director of Finance
and Administration

Hamilton Entertainment and Convention Facilities Inc.

Schedule "B" referred to in Section 2 of the Information Items of the **FIRST** Report of the Audit/Finance Committee

FROM John A. Leuser, Director of Finance and Administration
Name & Title

DATE January 30, 1987

FOR ACTION ☐ FOR INFORMATION ☒ File No. _____

TO: BOARD ☐ (OR) AUDIT / FINANCE Committee ☒

SUBJECT

Preliminary 1986 Annual Financial results for H.E.C.F.I. and C.U.P.

INFORMATION

Based on our latest computer run of the General Ledger and Operating Accounts for 1986 which was generated as of January 29, 1987, H.E.C.F.I.'s preliminary 1986 annual financial results are as follows:

Total Revenue

1986 Actual For

Divisions	The Month of December	The Year Ended Dec., 31, 1986	1986 Annual Budget	Percentage Increase (Decrease) Over The 1986 Annual Budget
Hamilton Convention Centre	$ 262,219	$ 2,462,881	$ 1,973,100	24.8%
Hamilton Place	$ 385,506	$ 1,847,646	$ 1,385,540	33.3%
Copps coliseum	$ 108,388	$ 1,456,515	$ 1,787,200	(18.5%)
Corporate	$ 78,374	$ 595,206	$ 542,500	9.7%
	$ 834,487	$ 6,362,248	$ 5,688,340	11.8%

In respect of Hamilton Place, the increase in revenues is due solely to actual revenue recoveries for 1986 exceeding budget. Licence fees, rentals and show revenue and beverage sales for 1986 were actually below that budgeted.

Budgetary Surplus (Deficit)

	The Month of December	The Year Ended Dec., 31, 1986
Hamilton Convention Centre	($ 9,966)	$ 156,186
Hamilton Place	$ 33,879	$ 36,061
Copps Coliseum	($ 42,969)	($ 80,142)
Corporate	$ 63,766	$ 598,922
	$ 44,710	$ 711,027

Central Utilities Plant

Preliminary estimates are that there will be a budgetary surplus of approximately $ 142,989 for the year ended December 31, 1986. This represents an increase of $ 73,417 over that previously reported for the eleven month period ended November 30, 1986.

Detailed annual financial statements for H.E.C.F.I. and C.U.P. are not available at this time since H.E.C.F.I. and the City have not yet finalized their closing of the 1986 annual accounts. They will be available at the next Audit / Finance Committee meeting.

John A. Leuser

John A. Leuser, C.A.
Director of Finance
and Administration

Hamilton
Entertainment
and Convention
Facilities Inc.

Schedule "C" referred to in Section 3 of the Information Items of the **FIRST** Report of the Audit/Finance Committee

FROM John A. Leuser, Director of Finance and Administration
Name & Title

DATE **FEBRUARY 2, 1987**

FOR ACTION ☐ FOR INFORMATION ☒ File No. _____

TO: **B O A R D** ☐ (OR) **AUDIT/FINANCE** Committee ☒

SUBJECT

Monthly Breakdown Summaries of the 1987 Operating Budgets for HECFI and CUP

INFORMATION

Attached for the Committee's information is the monthly breakdown summaries of the 1987 operating budgets for HECFI and CUP.

John A. Leuser

John A. Leuser, C.A.
Director of Finance
and Administration

attach.

H.E.C.F.I.

MONTHLY BREAKDOWN SUMMARY OF THE 1987 OPERATING BUDGET

	CONVENTION CENTRE			HAMILTON PLACE			COPPS COLISEUM			CORPORATE (COMMON TO THREE FACILITIES)			CONSOLIDATED		
	TOTAL REVENUES	TOTAL EXPENDITURES	MUNICIPAL CONTRIBUTION	TOTAL REVENUES	TOTAL EXPENDITURES	MUNICIPAL CONTRIBUTION	TOTAL REVENUES	TOTAL EXPENDITURES	MUNICIPAL CONTRIBUTION	TOTAL REVENUES	TOTAL EXPENDITURES	MUNICIPAL CONTRIBUTION	TOTAL REVENUES	TOTAL EXPENDITURES	MUNICIPAL CONTRIBUTION
JAN	$119,385	$174,680	$55,295	$120,970	$169,003	$48,033	$98,049	$128,858	$30,809	$31,743	$157,245	$125,502	$370,147	$629,786	$259,639
FEB	$163,317	$196,458	$33,141	$122,170	$169,376	$47,206	$131,793	$139,926	$8,133	$36,343	$159,099	$122,756	$453,623	$664,859	$211,236
MAR	$191,140	$212,741	$21,601	$190,515	$212,400	$21,885	$208,094	$181,333	($26,761)	$51,074	$171,911	$120,837	$640,823	$778,385	$137,562
APRIL	$162,021	$197,047	$35,026	$153,670	$190,914	$37,244	$116,644	$143,416	$26,772	$37,086	$167,945	$130,859	$469,421	$699,322	$229,901
MAY	$262,157	$250,817	($11,340)	$174,452	$202,459	$28,007	$75,348	$132,760	$57,412	$35,843	$167,885	$132,042	$547,800	$753,921	$206,121
JUNE	$247,553	$242,811	($4,742)	$132,918	$179,399	$46,481	$84,250	$135,460	$51,210	$32,104	$165,647	$133,543	$496,825	$723,317	$226,492
JULY	$60,619	$144,459	$83,840	$76,874	$149,084	$72,210	$75,172	$105,903	$30,731	$21,083	$160,098	$139,015	$233,748	$559,544	$325,796
AUG	$104,233	$168,929	$64,696	$193,339	$265,461	$72,122	$89,069	$118,444	$29,375	$25,253	$161,690	$136,437	$411,894	$714,524	$302,630
SEPT	$233,689	$235,154	$1,465	$134,942	$183,371	$48,429	$215,590	$169,305	($46,285)	$48,661	$171,797	$123,136	$632,882	$759,627	$126,745
OCT	$321,808	$281,264	($40,544)	$179,021	$214,346	$35,325	$271,237	$202,797	($68,440)	$45,503	$170,717	$125,214	$817,569	$869,124	$51,555
NOV	$248,869	$245,358	($3,511)	$190,620	$233,884	$43,264	$121,203	$138,553	$17,350	$35,833	$167,457	$131,624	$596,525	$785,252	$188,727
DEC	$235,209	$236,742	$1,533	$141,839	$178,783	$36,944	$78,331	$123,235	$44,904	$26,474	$162,859	$136,385	$481,853	$701,619	$219,766
	$2,350,000	$2,586,460	$236,460	$1,811,330	$2,348,480	$537,150	$1,564,780	$1,719,990	$155,210	$427,000	$1,984,350	$1,557,350	$6,153,110	$8,639,280	$2,486,170

CENTRAL UTILITIES PLANT
MONTHLY BREAKDOWN SUMMARY OF THE 1987 OPERATING BUDGET

	TOTAL EXPENDITURES (LESS RECOVERIES)	MUNICIPAL CONTRIBUTION
JANUARY	$246,143	$246,143
FEBRUARY	$232,682	$232,682
MARCH	$227,833	$227,833
APRIL	$198,836	$198,836
MAY	$185,841	$185,841
JUNE	$181,306	$181,306
JULY	$192,886	$192,886
AUGUST	$188,912	$188,912
SEPTEMBER	$197,454	$197,454
OCTOBER	$206,617	$206,617
NOVEMBER	$206,816	$206,816
DECEMBER	$222,304	$222,304
	$2,487,630	$2,487,630

Entertainment and Convention Facilities Inc.

Schedule "D" referred to in Section 4 of the Information Items of the FIRST Report of the Audit/Finance Committee

FROM John A. Leuser, Director of Finance and Administration
Name & Title

DATE February 2, 1987

FOR ACTION ☐ FOR INFORMATION ☒ File No. _____

TO: BOARD ☐ (OR) AUDIT/FINANCE Committee ☒

SUBJECT

Insurance Coverages for HECFI

INFORMATION

As requested at the last meeting of the Audit/Finance Committee, an analysis of HECFI's 1986 and 1987 insurance coverages is attached for your information, together with the premium rates.

John A Leuser

John A. Leuser, C.A.
Director of Finance
and Administration

attach.

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

Jan. 30, 1987

HECFI INSURANCE COVERAGES

TYPE OF INSURANCE	1986 and 1987 Coverage	Premium 1986 & 1987
Comprehensive Dishonesty, Destruction & Disappearance Bond:		
Employee Dishonesty	$ 1,000,000	$
Money & Securities On and Off the Premises:		
Hamilton Convention Centre	50,000	6,927.00
Copps Coliseum	75,000	
Hamilton Place	25,000	
Counterfeit Money and Money Orders	150,000	
Depositors' Forgery	1,000,000	
The deductible is $100.		
Insurance Through Brink's		
As part of Brink's pick up charge, they provide insurance coverage on the transportation of money to the bank up to a limit of:		
Hamilton Convention Centre	$ 60,000	N/A
Hamilton Place	30,000	
Copps Coliseum	100,000	
and from the bank for Copps Coliseum up to $75,000.		
Cheque reconstruction coverage	10,000	
Boiler & Machinery Policy		
The coverage limit per accident is $ 5,000,000 It should be noted that water damage is also covered by this policy. This policy has a $10,000 deductible. However, it should be noted that any amount below the $10,000 deductible is covered by the City's self-insurance fund.		$7,688.00 (1986)

Directors and Officers Liability Insurance — $ 1,000,000 — $2,391.00

Covers any claim or action arising from any negligent act, error or omission or breach of duty by a Director or Officer.
Deductible is $5,000.00.

Accidental Death & Dismemberment Coverage — $ 100,000 per person

Coverage applies in respect of the Managing Director/CEO and the Directors of Finance and Administration, Marketing, Hamilton Convention Centre, Hamilton Place and Copps Coliseum. — $ 474.24

A schedule of coverage is available. The weekly accident indemnity is 75% of salary to a maximum of $300.00 per week in addition to City short-term disability benefits.

Comprehensive General Liability Policy

Coverage includes personal injury, incidental medical malpractice, liquor license liability, elevator liability, owners protective liability with regard to work done by independent contractors, products liability, non-owned automobile and watercraft liability, coat-check room liability and contingent employers liability. — $ 2,000,000 — $41,275.00

In addition, the City has an umbrella policy which covers the facilities in the event of a catastrophe for a further $20,000,000. The net effect of these two policies is $22,000,000 coverage.

The Deductible is $1,000,000.00 but this is covered at events by promoters who are required to obtain insurance ($1,000,000 at the Hamilton Convention Centre and Hamilton Place and $2,000,000 at Copps Coliseum).

In other situations, the deductible is covered by the City's self-insurance fund.

Fire	1986 Coverage	1986 Premium
1. Buildings Equipment Stock (Inventory) no coverage limitation exists The Deductible is $25,000. However, it should be noted that any amount below the deductible is covered by the City's self-insurance fund. Premiums are based on a charge out by the City of 75 cents per $1,000.00 of building value.	At Replacement Cost	$70,747.03
2. Extra Expense Coverage In the event of a minor fire, this covers any extra costs of operation up to $100,000.	$ 100,000	N/A
3. Loss of Earnings Coverage		$ 5,063.00
Hamilton Convention Centre	$2,100,000	
Hamilton Place	$2,000,000	
Copps Coliseum	$2,000,000	
Covers the net profit foregone on events which could not be held at the facility because of the facility not being operational for a period up to 12 months. Covers contractual payments, such as lease payments, utility power costs and salaries for management and key personnel.		

Glass, Electric Sign & Fine Arts - Hamilton Place

Covers fire and vandalism.

Glass - anything over $25,000.00, otherwise from City's self-insurance fund.	Replacement Cost	$ 1,020.00
Electric Sign - $25,000 deductible covered by City's self-insurance fund.	$ 160,618	$ 2,024.00
Fine Arts - covers theft, fire and vandalism	$ 60,000	$ 233.82

Hamilton
Entertainment and Convention Facilities Inc.

Schedule "E" referred to in Section 5 of the Information Items of the **FIRST** Report of the Audit/Finance Committee

FROM John A. Leuser, Director of Finance and Administration
Name & Title

DATE January 30, 1987

FOR ACTION ☐ FOR INFORMATION ☒ File No. _____

TO: **B O A R D** ☐ (OR) AUDIT/FINANCE Committee ☒

SUBJECT Financial Position of the Special Events Subsidy Fund

INFORMATION

Attached is a financial analysis of activity in 1986 for the Special Events Subsidy Fund. You'll note that the charges to the fund in 1986 totalled $145,845.85 which was comprised as follows:

Parking Fee Reductions for Visitors	$ 39,336.85
Rental and Event Charge Reductions	106,509.00
	$145,845.85

The balance of the fund remaining at December 31, 1986 is $182,139.45 of which City Council at its meeting of January 13, 1987 agreed to underwrite losses of up to $27,500 if incurred, by the 91st Highlanders Athletic Association in staging the February, 1987 Hamilton Spectator Indoor Games. If the $27,500 is utilized, this will leave $154,639.45 remaining.

At the City's Executive Committee meeting of January 22, 1987, I was asked if the balance remaining in the Fund was sufficient since the Treasurer, at my suggestion, had requested additional funding of $100,000 in 1987. This was done in order to maintain ongoing financing to this Fund such that the impact on the City's mill rate in future years would be minimal. I advised the Executive Committee that I thought the funding was sufficient for 1987 but not for 1988 and thereafter. After some discussion, the Executive Committee denied the additional funding of $100,000. I then advised the Committee members that sufficient care should be taken in 1987 in approving any requests for financing for 1988 and thereafter since adequate funding may not exist beyond 1987.

In 1987, it is my intention to advise the Audit/Finance Committee, the Board and the City's Executive Committee on the uncommitted balance remaining in this Fund prior to the approval of any request for financing from the Special Events Subsidy Fund.

John A. Leuser

John A. Leuser, C.A.
Director of Finance
and Administration

attach.

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

FINANCIAL ANALYSIS OF SPECIAL EVENTS SUBSIDY FUND

Balance at January 1, 1986		$327,985.30 (1)
Less 1986 Charges to the Subsidy Fund:		
Parking Fee Reductions for Visitors:		
World Junior Hockey Tournament	$ 75.50	
National Bicycle League	$ 972.85	
Ont. Federal Liberal Party Conv.	$ 5,468.20	
Federation of Canadian Municipalities	$ 25.35	
Sweet Adelaines & Square Dancers	$ 3,843.00	
NDP Convention	$ 6,695.40	
Federation of Canadian Municipalities Convention	$ 1,156.45	
Optimists Club and Canadian Round Dancers	$ 3,145.40	
Ontario Nursing Homes, Ontario Association of Homes for the Aged, Ontario Progressive Conservative Party, Hamilton Home Builders Association	$ 11,582.75	
Canadian Round Dancers`	$ 3,686.80	
Student Mission Advance	$ 2,685.15	
		$ 39,336.85
		$288,648.45
Rental and Event Charge Reductions:		
Rental Subsidy for Liberal Convention	$ 11,910.00	
Rental Subsidy for N.D.P. Convention	$ 24,945.00	
Rental Subsidy for Animated Film Festival	$ 21,000.00	
Rental Subsidy for P.C. Convention	$ 16,805.00	
Rental Subsidy for Hamilton Area Challenge Square Dancers	$ 12,849.00	
Event Charges for Animated Film Festival	$ 19,000.00	
		$106,509.00
Balance at December 31, 1986		$182,139.45

Note on 1987 Commitment Approved by City Council

City Council at its meeting of January 13, 1987 agreed to underwrite losses of up to $27,500 if incurred, by the 91st Highlanders Athletic Association in staging the 1987 Hamilton Spectator Indoor Games in Copps Coliseum in February, 1987.

(1) Funded as follows:

$277,985.30	from 1985 operating surplus of Copps Coliseum
$ 50,000.00	from the City for Parking Fee Reductions
$327,985.30	

John A. Leuser, C.A.
Director of Finance
and Administration

Schedule "F" referred to in Section 6 of the Information Items of the **FIRST** Report of the Audit/Finance Committee

HAMILTON PLACE
GREAT HALL REVENUE REPORT SUMMARY
JANUARY 1 - DECEMBER 31, 1986

MONTH	NUMBER OF PERFORMANCES	TOTAL ATTENDANCE	GROSS TICKET SALES	RENTAL FEE	RENTAL PROMOTIONS	RENTAL CO-PROMOTIONS	CONTRIBUTION (CHARGE) TO INNOVATIVE PROGRAMMING	BOX OFFICE FEES
JANUARY	16	21,585	$289,691	$9,090	($8,752)	$0	$0	$8,985
FEBRUARY	19	28,298	$161,386	$19,995	($19,341)	$4,018	$0	$4,837
MARCH	21	30,959	$347,669	$32,762	($10,604)	$4,946	$0	$11,415
APRIL	21	28,755	$364,983	$41,361	$1,109	($2,485)	$0	$8,095
MAY	12	19,167	$280,087	$25,270	$0	$12,848	$0	$4,346
JUNE	27	35,567	$296,889	$28,071	($31,819)	$0	$0	$6,261
JULY	7	6,693	$44,463	$0	$0	$0	$0	$0
AUGUST	15	17,229	$143,366	$1,320	($33,994)	$0	($30,000)	$18,270
SEPTEMBER	17	28,944	$392,030	$47,916	$0	$0	$0	$12,630
OCTOBER	42	35,427	$403,959	$41,006	($9,118)	$39,092	$0	$17,246
NOVEMBER	23	27,327	$381,906	$39,088	$3,594	$0	$0	$6,202
DECEMBER	26	32,374	$440,519	$30,385	($24,891)	$2,640	$0	$11,555
YEAR TO DATE	246	312,325	$3,546,948	$316,264	($133,816)	$61,059	($30,000)	$109,842

COPPS COLISEUM EVENT REVENUE REPORT SUMMARY

MONTH	NUMBER OF EVENTS	ATTENDANCE	GROSS TICKET SALES	BASIC BUILDING FEE	BOX OFFICE FEE	EVENT CHARGES	FOOD & BEVERAGE CONCESSIONS
JANUARY	16	120,462	$1,050,193.85	$99,929.01	$22,091.35	$74,778.03	$41,973.71
FEBRUARY	16	97,414	$1,281,466.75	$150,470.23	$32,037.77	$73,532.23	$35,775.94
MARCH	11	57,360	$395,348.00	$52,968.89	$7,286.64	$28,309.19	$21,833.15
APRIL	6	64,865	$1,064,037.50	$115,528.50	$27,567.26	$46,104.65	$24,018.82
MAY	2	7,531	$114,178.00	$15,813.96	$3,337.82	$10,097.06	$2,095.12
JUNE	2	10,735	$185,495.50	$22,259.46	$5,564.87	$12,962.89	$1,972.92
JULY	8	53,175	$125,104.50	$64,650.58	$5,195.65	$52,091.12	$5,553.94
AUGUST	0	0	$0.00	$0.00	$0.00	$0.00	$0.00
SEPTEMBER	8	37,425	$460,953.42	$50,125.88	$11,467.14	$24,943.92	$15,359.04
OCTOBER	12	52,061	$482,290.06	$64,322.12	$11,446.80	$42,692.96	$22,501.24
NOVEMBER	12	55,423	$545,303.44	$73,000.00	$13,801.03	$87,570.33	$17,901.74
DECEMBER	8	49,763	$448,993.97	$55,415.56	$11,124.00	$23,381.41	$20,799.23
YEAR-TO-DATE	101	606,214	$6,153,364.99	$764,484.19	$150,920.33	$476,463.79	$209,784.85

6.3.1 Audit & Finance Committee Minutes of January 14, 1987

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

AUDIT & FINANCE COMMITTEE

Wednesday, January 14, 1987
1:00 p.m.
Copps Coliseum Board Room

REGULAR SESSION

PRESENT: Mr. W. H. McFarland, Chairman
Dr. C. Bart, Vice-Chairman
Mr. D. Hector, Committee Member
Ald. B. Hinkley, Committee Member
Mr. S. Cino, Committee Member

ALSO PRESENT: Mr. B. K. Conacher, Managing Director/ Chief Executive Officer, HECFI
Mr. J. A. Leuser, Director of Finance and Administration, HECFI
Mr. P. J. DiFilippo, Comptroller
Mr. W. Penfold, Director of Hamilton Convention Centre
Mr. T. Burrows, Director of Hamilton Place
Joan Mills, Committee Secretary

1. Chairman's Remarks

The Chairman welcomed everyone present and the meeting was called to order.

2. Minutes of Previous Meeting

It was

MOVED by Dr. Bart, seconded by Mr. Cino

THAT THE DECEMBER 3, 1986 REGULAR MINUTES BE ACCEPTED AS CIRCULATED.

MOTION CARRIED.

3. Consolidated Unaudited Operating Results for HECFI for the Eleven Month Period ended November 30, 1986

The Committee reviewed in detail the Director of Finance and Administration's report on the unaudited operating results of HECFI for the month of November, 1986, and the eleven month period ended November 30, 1986. It was noted that HECFI's budgetary surplus (deficit) for the month and eleven month period were ($5,230) and $666,317, respectively.

The detail comprising these figures was as follows:

	Budgetary Surplus (Deficit)	
	For The Month of November 1986	For The Eleven Month Period Ended Nov.30,1986
Hamilton Convention Centre	$ 19,875	$166,152
Hamilton Place	$(70,192)	$ 2,182
Copps Coliseum	$ (253)	$(37,173)
Corporate	$ 45,340	$535,156
	$ (5,230)	$666,317

It was

MOVED by Dr. Bart, seconded by Mr. Cino

THAT THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR HECFI FOR THE ELEVEN MONTH PERIOD ENDED NOVEMBER 30, 1986 BE ACCEPTED AS CIRCULATED FOR SUBMISSION TO THE BOARD.

MOTION CARRIED.

4. Unaudited Operating Results for Central Utilities Plant for the Eleven Month Period Ended November 30, 1986

The Committee reviewed in detail the Director of Finance and Administration's report on the unaudited operating results of the Central Utilities Plant for the month of November and the eleven month period ended November 30, 1986. It was noted that the CUP's budgetary surplus for the month and eleven month period were $28,405 and $69,572, respectively.

It was

MOVED by Alderman Hinkley, seconded by Mr. Cino

THAT THE UNAUDITED RESULTS FOR THE CENTRAL UTILITIES PLANT FOR THE ELEVEN MONTH PERIOD ENDED NOVEMBER 30, 1986 BE ACCEPTED AS CIRCULATED FOR SUBMISSION TO THE BOARD.

MOTION CARRIED.

5. Copps Coliseum Committee - Central Utilities Plant Revisions to Chilled Water Piping - Awarding of Contract

The Committee reviewed the recommendation and noted that the Copps Coliseum Committee, at its meeting on January 12, 1987, approved the awarding of this contract.

It was

MOVED by Dr. Bart, seconded by Mr. Hector

(A) **THAT THE QUOTATION RECEIVED FROM J. J. ELLIOTT MECHANICAL LTD., IN THE TOTAL AMOUNT OF $18,193.00 INCLUDING ALL TAXES, FOR THE SUPPLY AND INSTALLATION OF MODIFICATIONS TO THE CHILLED WATER PIPING SYSTEM AT THE CENTRAL UTILITIES PLANT BE ACCEPTED; AND**

(B) **THAT THIS PURCHASE BE FINANCED FROM WORK IN PROGRESS EXPENDITURE ACCOUNT 0408-K52762 (REVISIONS TO CHILLED WATER SYSTEM).**

NOTE: IT WAS THE LOWEST ACCEPTABLE QUOTATION RECEIVED.

MOTION CARRIED.

6. Other Business -
1987 HECFI Budget Revisions

The Committee reviewed in detail the recommendation from the Director Finance and Administration in respect of the 1987 budget shortfalls of $46,000 for insurance and $7,600 for realty taxes for Hamilton Place. With respect to realty taxes for Hamilton Place, the shortfall occurred as a result of HECFI not being aware of 1986 supplementary realty tax assessments which were charged to the Hamilton Place accounts after the 1987 operating budget had been approved. In discussing realty taxes for Hamilton Place, it was expressed that when leases are renewed, a new lease agreement be drafted to adjust for realty taxes and that rent and taxes be segregated. Both the Director of Finance and Administration and the Director of Hamilton Place, expressed concern that the impact of such a change not come until 1988, since lease arrangements for 1987 have already been negotiated.

The Committee was advised that the shortfall in respect of insurance occurred as a result of the Treasury Department misinterpreting which premiums related to what policies. In discussing the 1987 budget shortfall of $46,000 for insurance, the Committee agreed that the Executive Committee should be requested to authorize additional funding to HECFI's 1987 Operating Budget. The Committee asked that a summary of insurance coverages and premiums for HECFI be provided. The Director of Finance and Administration stated that it would be provided upon the completion of the 1986 annual HECFI financial statements.

It was

MOVED by Mr. Cino, seconded by Dr. Bart

THAT THE CITY'S EXECUTIVE COMMITTEE BE REQUESTED TO AUTHORIZE AN ADDITIONAL $53,600 IN FUNDING TO HECFI'S OPERATING BUDGET TO COVER ANTICIPATED 1987 BUDGET SHORTFALLS OF $46,000 FOR INSURANCE COSTS AND $7,600 IN REALTY TAXES FOR HAMILTON PLACE.

MOTION CARRIED.

7. Motion to Move In-Camera

MOVED by Mr. Cino, seconded by Alderman Hinkley

THAT THE IN-CAMERA SESSION BE CONVENED.

MOTION CARRIED.

The following motion was carried during the In-Camera Session:

7.1 (A) **THAT THE ASSISTANT CHIEF STEWARD BE APPOINTED ACTING CHIEF STEWARD AT STEP 1 OF THE CHIEF STEWARD'S SALARY SCHEDULE 105 ($20,432.36, $21,518.64, $22,496.76, $23,474.36, $24,453.00) PER ANNUM, SUBJECT TO THE STEVENSON KELLOGG ERNST & WHINNEY COMPENSATION STUDY; AND**

(B) **THAT THE SENIOR STEWARD BE APPOINTED ACTING ASSISTANT CHIEF STEWARD AT STEP 1 OF THE ASSISTANT CHIEF STEWARD'S SALARY SCHEDULE 103 ($15,867.28, $16,736.72, $17,497.48, $18,257.72, $19,019.00) PER ANNUM, SUBJECT TO THE STEVENSON KELLOGG ERNST & WHINNEY COMPENSATION STUDY.**

NOTE: THESE APPOINTMENTS ARE DEEMED TEMPORARY, UNTIL THE RETURN OF THE CHIEF STEWARD, WITH THE STIPULATION THAT THE APPLICANTS BE SO ADVISED IN WRITING BY THE FACILITY DIRECTOR.

MOTION CARRIED.

Alderman Hinkley left the meeting at 1:55 p.m. to attend to City business.

8. Adjournment

The meeting adjourned at 2:45 p.m.

It was

MOVED by Mr. Cino, seconded by Mr. Hector

THAT THE MEETING BE ADJOURNED.

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

W. H. McFARLAND, CHAIRMAN

Mrs. Joan M. Mills, Secretary

Attachment 7.1

7.1 In-Camera Process

Hamilton
Entertainment
and Convention
Facilities Inc.

FROM Pat Bennett, Secretary to the Board DATE February 10, 1987

☒ FOR INFORMATION

TO: **BOARD OF DIRECTORS** ☐ FOR ACTION

SUBJECT: IN-CAMERA PROCESS

Enclosed is an excerpt from Bill Pr34, number 29, which outlines HECFI's criteria for Open Meetings. As well, copies of The City of Hamilton's By-Laws pertaining to Access to Information and Meetings are enclosed.

Chairman Hinkley requested that this documentation be provided to you so that you may review the information prior to discussion at the February 13th Board Meeting.

Respectfully submitted,

Patricia Bennett

Patricia Bennett
Secretary to the Board

Attachments

City treasurer

(2) The corporation shall keep or cause to be kept and maintained all such books of accounts and accounting records as the City treasurer may require.

Examination of books, etc.

24. The corporation shall make all of its books and records available at all times to such persons as the council may require and shall provide certified true copies of such minutes, documents, books, records or any other writing as council may require.

Inventory of personal property

25.—(1) The corporation shall, in accordance with good business practice, keep and maintain an accurate inventory of its personal property and provide council with an inventory thereof as council may require.

Idem

(2) The inventory shall include separate inventories of the personal property for the Theatre-Auditorium, the Convention Centre and the Trade Centre-Arena.

Auditor

26. The accounts and transactions of the corporation shall be audited by the auditor of the City.

Information, etc.

27.—(1) The council may require the corporation,

(a) to provide information, records, accounts, agendas, notices or any paper or writing; and

(b) to make a report on any matter,

as council determines, relating to the carrying out of the purposes and objects of the corporation.

Filing of reports, etc.

(2) The corporation shall,

(a) file with the City clerk all such information, records, accounts, agendas, notices, paper and other materials as council may require; and

(b) make such reports within the time specified by council and containing such content as council may require.

Deemed not to be a local board

R.S.O. 1980, c. 348

28. Except for the purposes of the *Ontario Municipal Employees Retirement System Act*, the corporation shall be deemed not to be a local board of the City.

Open meetings

29.—(1) The meetings of the board and the corporation shall be open to the public and no person shall be excluded from a meeting except for improper conduct as determined by the board.

Exceptions

(2) Notwithstanding subsection (1), meetings of the board may be held *in camera* in respect of,

(a) personnel matters, including matters related to wages, salaries and benefits;

(b) discipline, unless the individual affected requests that the meetings be open to the public;

(c) collective bargaining;

(d) litigation and communications respecting solicitor-client relationships, including legal opinions and advice; and

(e) proposed or actual contracts with persons and the financial results thereof, proposing or holding conventions, meetings, receptions, trade shows, conferences or events of any kind.

Indemnification

30.—(1) Subject to subsection (2), every director or officer of the corporation and his or her heirs, executors, administrators and other legal personal representatives may from time to time be indemnified and saved harmless by the corporation from and against,

(a) any liability and all costs, charges and expenses that he or she sustains or incurs in respect of any action, suit or proceeding that is proposed or commenced against him or her for or in respect of anything done or permitted by him or her in respect of the execution of the duties of his or her office; and

(b) all other costs, charges and expenses that he or she sustains or incurs in respect of the affairs of the corporation.

Limitation

(2) No director or officer of the corporation shall be indemnified by the corporation in respect of any liability, costs, charges or expenses that he or she sustains or incurs in or about any action, suit or other proceeding as a result of which he or she is adjudged to be in breach of any duty or responsibility imposed upon him or her under this or any other statute unless, in an action brought against him or her in his or her capacity as director or officer, he or she has achieved complete or substantial success as a defendant.

Bill No. E-5

The Corporation of the City of Hamilton

BY-LAW NO. 83-55

Respecting:

ACCESS TO THE MEETINGS OF THE BOARDS OF DIRECTORS AND MEETINGS OF THE HAMILTON PERFORMING ARTS CORPORATION, INC. AND THE HAMILTON PLACE CONVENTION CENTRE, INC.

WHEREAS The City of Hamilton Act, 1982 provides that the meetings of the boards of directors and meetings of The Hamilton Performing Arts Corporation, Inc., and The Hamilton Place Convention Centre, Inc. shall be open to the public except where the council of the city by by-law, authorizes meetings to be held in camera in respect of certain matters hereinafter referred to and as it may determine;

AND WHEREAS it is intended to give effect to the said Act.

NOW THEREFORE the Council of The Corporation of the City of Hamilton enacts as follows:

1. In this by-law,

(a) "council" means the council of the City of Hamilton;

(b) "local board" means the boards of directors of The Hamilton Performing Arts Corporation, Inc., and The Hamilton Place Convention Centre, Inc.

2. (1) The meetings of a local board shall be open to the public and no person shall be excluded from a meeting except,

(a) a local board may hold any part of its meetings in camera when considering or dealing with any of the following matters proposed for or under consideration:

1. Personnel matters, including matters relating to wages, salaries, benefits.

2. Discipline, unless the individual affected requests that the meeting be open to the public.

3. Collective bargaining.

4. Litigation or communication respecting solicitor-client relationships including legal opinions and advice.

5. Proposed or actual contracts with producers or promoters of exhibitions, shows or attractions.

(b) for improper conduct as determined by the board.

(2) Notwithstanding that any of the matters enumerated in clause (a) of subsection 1 are proposed for or are under consideration in camera by a local board, council may decide by a majority vote of all members that one or more meetings or any part thereof of the local board respecting any of the matters shall not be held in camera.

PASSED this 8th day of February A.D. 1983.

Deputy City Clerk

Mayor

Bill No. E-8

The Corporation of the City of Hamilton

BY-LAW NO. 83- 72

To Amend:

By-law No. 82-203

Respecting:

ACCESS TO MEETINGS OF LOCAL BOARDS

WHEREAS By-law No. 82-203, passed on the 28th day of September, 1982 provides (amongst other things) for access to meetings of Standing Committees of Council;

AND WHEREAS By-law No. 83-55, passed on the 8th day of February, 1983, provides for access to meetings of local boards defined to refer to the Boards of Directors of The Hamilton Performing Arts Corporation, Inc., and The Hamilton Place Convention Centre, Inc.;

AND WHEREAS it is desirable to transfer the provisions of By-law No. 83-55 to By-law No. 82-203 so as to have a comprehensive code of access to meetings.

NOW THEREFORE the Council of The Corporation of the City of Hamilton enacts as follows:

1. Section 1 of By-law No. 83-55 is amended by,

   (a) adding the heading "ACCESS TO MEETINGS OF LOCAL BOARDS" immediately above "In this by-law,";

   (b) striking out "by-law" in the first line and inserting in lieu thereof "section".

2. By-law No. 83-55 is amended by renumbering,

   (a) section 1 as subsection 1 of section 47;

   (b) section 2 as subsection 2 of section 47;

   (c) subsection 2 of section 2 as subsection 3 of section 47.

3. By-law No. 82-203 is amended by renumbering section 47 as section 48 and adding thereto section 47 referred to in section 2, above.

PASSED this 22nd day of February A.D. 1983.

City Clerk

Mayor

Bill No. E-28

The Corporation of the City of Hamilton

BY-LAW NO. 83- 273

To Amend:

Procedural By-law No. 82-203

Respecting:

ACCESS TO INFORMATION

WHEREAS By-law No. 82-203, passed on the 28th day of September, 1982, provides (amongst other things) for access to information with certain exceptions as set out in subsection 44(4) of the by-law;

AND WHEREAS it is desirable to restrict access to information prepared by the City's investigator with respect to compassionate appeals.

NOW THEREFORE the Council of The Corporation of the City of Hamilton enacts as follows:

1. Subsection 44(4) of By-law No. 82-203 is amended by adding thereto the following paragraph:

6. Information prepared by the City's investigator in respect of applications made under subsection 496 (1) of The Municipal Act by any person who is unable to pay taxes because of sickness or extreme poverty.

PASSED this 28th day of September A.D. 1983.

City Clerk

Mayor

Resolution moved
by Alderman D. Gray
Adopted by City Council
on August 31, 1983

J-20

4.27.82

Bill No. B-12

The Corporation of the City of Hamilton

BY-LAW NO. 82- 93

To Amend:

Procedural By-law No. 1

Respecting:

ACCESS TO INFORMATION AND MEETINGS

WHEREAS By-law No. 1, passed on the 27th day of December, 1910, as amended by By-law No. 82-60, passed on the 30th day of March, 1982, provides for access to information and meetings;

AND WHEREAS it is intended that documents and information before the Licensing Committee or a hearing of an intimate financial and personal nature shall not be made public;

AND WHEREAS it is intended to clarify the provisions of By-law No. 82-60 so as to provide for the confidentiality of the documents.

NOW THEREFORE the Council of The Corporation of the City of Hamilton enacts as follows:

1. Clause (a) of subsection 1 of section 55 of By-law No. 1, as enacted by section 1 of By-law No. 82-60, is amended by adding at the end thereof "except The City of Hamilton Licensing Committee".

PASSED this 27th day of April A.D. 1982.

E. A. Jamieson
City Clerk

William Powell
Mayor

(1982) 6 R.L.C. 7(b), April 27

The Corporation of the City of Hamilton

BY-LAW NO. 82-60

To Amend:

Procedural By-law No. 1

Respecting:

ACCESS TO INFORMATION AND MEETINGS

WHEREAS By-law No. 1, passed on the 27th day of December, 1910, as amended from time to time, regulates the proceedings of the council of the City of Hamilton and the committees thereof and defines the duties of the standing committees, was enacted in accordance with section 326 of The Municipal Act, R.S.O. 1897, Chapter 223, now The Municipal Act, R.S.O. 1980, Chapter 302, section 104;

AND WHEREAS section 55(1) of The Municipal Act provides as follows:

> 55. (1) The meetings, except meetings of a committee including a committee of the whole, of every council and of every local board as defined by the Municipal Affairs Act, except boards of commissioners of police and school boards, shall be open to the public and no person shall be excluded therefrom except for improper conduct;

AND WHEREAS in accordance with the said section 55(1) of The Municipal Act meetings of,

(a) council are required to be open to the public; and

(b) committees of council are not required to be open to the public;

AND WHEREAS section 78(1) of The Municipal Act provides as follows:

> 78. (1) Except as otherwise provided in any Act, any person, at all reasonable hours, may inspect any records, books, accounts and documents in the possession or under the control of the clerk, except inter-departmental correspondence and reports of officials of any department or of solicitors for the corporation made to council,....or any committee of council ....;

AND WHEREAS in accordance with the said section 78(1) of The Municipal Act minutes of the meetings of council and of any committee in the possession or under the control of the city clerk may be inspected by any person;

AND WHEREAS it is desirable that meetings of the committees of council shall be open to the public as hereinafter set out;

AND WHEREAS it is desirable that access to information shall be provided as hereinafter set out.

NOW THEREFORE the Council of The Corporation of the City of Hamilton enacts as follows:

1. By-law No. 1, passed on the 27th day of December, 1910, as amended, is further amended by adding the following sections thereto:

ACCESS TO INFORMATION

55. (1) In this section,

(a) "document" includes records, books, accounts, reports, agendas or any other paper prepared by an employee for submission to city council or a standing committee or a committee;

(b) "employee" means officer, servant, agent, representative and consultant.

(2) Every document shall be made available only to all members of council as soon as it is available for distribution.

(3) Upon distribution of any document to members of council, the document shall then be made available to any person upon request and to the Hamilton Public Library and the Wentworth County Public Library.

(4) Subsection 3 shall not apply, unless otherwise directed by council, to documents relating to the following matters:

1. Matters relating to specific properties to be acquired or to be disposed of by the City and related negotiations.

2. Matters related to preliminary discussions concerning the location, re-location or expansion of businesses when requested to do so.

3. Matters relating to wages, salaries, benefits and discipline of personnel.

4. Collective bargaining matters.

5. Matters relating to litigation or communication respecting solicitor-client relationships including legal opinions and advice.

(5) All documents relating to the matters enumerated in subsection 4 shall be marked "Confidential", but no document relating to the said matters not marked "Confidential" shall exempt the document or the matter from the provisions of subsection 4.

(6) Notwithstanding subsection 5, council may by resolution, or a standing committee may by a majority vote of all members thereof, consider, discuss or otherwise deal with any matter enumerated in subsection 4, in public.

(7) In addition to inspection in accordance with subsection 1 of section 78 of The Municipal Act, all documents other than documents relating to matters enumerated in subsection 4, shall be made available for inspection by any person, at all reasonable hours, at the office of the City Department in whose principal jurisdiction is the subject matter of the document.

ACCESS TO MEETINGS OF COMMITTEES

56. (1) Meetings of standing committees and committees shall be open to the public and no person shall be excluded therefrom except,

(a) in the case of a standing committee, where matters enumerated in subsection 4 of section 55 are under consideration unless the committee otherwise decides by a majority vote of all members thereof;

(b) for improper conduct.

(2) Every final recommendation of a standing committee and every final decision of the council in respect of any matter enumerated in subsection 4 of section 55, shall be made in public.

57. The following rules shall apply at a meeting of a committee:

1. The Chairman of the committee, or in his absence the Vice-Chairman, shall deal with all requests to address the committee on any item in the committee's agenda, in a manner approved by the Chairman, or in his absence the Vice-Chairman, and a majority of the members of the committee present.

2. Every person shall notify the City Clerk at least 72 hours prior to the scheduled time of the meeting stating the nature of any matter requested to be added to the agenda for the meeting and respecting which he proposes to make a submission.

PASSED this 30th day of March A.D. 1982.

Deputy City Clerk

William Powell
Mayor

(1982) 4 R.L.C. 16(b), March 30

Printed as amended, see page 231.

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

MEMORANDUM

FOR ACTION: [X] **FOR INFORMATION:** [ ]

TO: HECFI Board of Directors
Attn. Ms. Pat Bennett, Secretary

COPIES TO: Mr. B. Conacher
Mr. J. Leuser

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1987 February 12

SUBJECT: COPPS COLISEUM - Expansion of Administration Offices - Phase I - Award of Contract.

RECOMMENDATION:

That 1) The tender submitted by James Kemp Construction Ltd., Hamilton, in the total amount of $136,600.00 for the expansion of Administration Offices - Phase I - Copps Coliseum be accepted.

2) The cost of the work be funded from Account No. 0408-U32778 - Administration Office area including telephone/mailroom.

NOTE: Lowest of five (5) tenders received.

M E M O R A N D U M from
COPPS COLISEUM

BACKGROUND:

In response to the Call for Tenders issued by the Director of Purchases, five (5) tenders were received for the Expansion of Administration Office - Phase I - Copps Coliseum. Attached please find Tender Analysis dated 1987 February 12.

James Kemp Construction Ltd., Hamilton, submitted the lowest bid at $136,600.00 all taxes included. Within their Form of Tender, Kemp Construction Ltd. agreed to commence work within not more than 10 calendar days from the notification to proceed and to entirely complete the project ready for occupancy and operation in 90 working days from the date that they commence work.

For comparison purposes, Falla Construction Ltd., Hamilton, submitted the second lowest bid at $144,960.00 all taxes included, and agreed to commence work within 5 calendar days and complete within not more than 60 working days.

Both of these companies are reputable, local General Contractors who have undertaken other projects on behalf of the City of Hamilton.

It is my recommendation that James Kemp Construction Ltd. be awarded the Contract on the basis of the lowest bid submitted and that every attempt be made to expedite the construction work so that project completion can be realized within 70 working days or approximately 14 weeks from the date of notification to proceed.

It should be noted that each bidder was required to include in their Lump Sum Price a cash allowance in the total amount of $7,000.00. This allowance will be used to fund any additional changes, revisions or additions which may arise during the course of construction.

With respect to financing of this work, Account No. 0408-U32778 has been established for this specific project. An initial appropriation of $150,000.00 was established, however, current charges to this account, ie. architectural and engineering design fees of $11,000.00, specification printing and tendering charges of approximately $500.00 result in an unencumbered balance of $138,500.00 remaining. This balance remaining is sufficient to finance the cost of the work as tendered by J. Kemp Construction Ltd.

Respectfully submitted,

John T. Crane
Director
Copps Coliseum

attchm.

TENDER ANALYSIS - FEBRUARY 12, 1987

EXPANSION OF ADMINISTRATIVE OFFICES - COPPS COLISEUM

	TOTAL PRICE	BID BOND	AGREEMENT TO BOND
James Kemp Construction Ltd. Hamilton, Ontario	$136,600	Yes	Yes
Falla Construction Hamilton, Ontario	$144,960	Yes	Yes
The Frid Construction Co.Ltd. Hamilton, Ontario	$149,000	Yes	Yes
Demik Construction Hamilton, Ontario	$154,500	Yes	Yes
Ruffell Construction Hamilton, Ontario	$157,900	Yes	Yes

OFFICIALS IN ATTENDANCE - S. Collins, Alderman
K. Avery, Deputy Clerk
J. Avery, Purchasing
B. Calder, Copps Coliseum

Original Tenders with B. Calder.

7.4 Arts Task Force

Hamilton
Entertainment
and Convention
Facilities Inc.

FROM Brian Hinkley, Chairman of the Board DATE February 10, 1987

☐ FOR INFORMATION

TO: **BOARD OF DIRECTORS** ☒ FOR ACTION

SUBJECT: ARTS TASK FORCE

Please find attached for discussion purposes a copy of a document that has been prepared by the City of Hamilton's Arts Task Force. The history of the Task Force and various recommendations are contained within this report. There are several recommendations that impact upon HECFI, particularly recommendations 1 (h), 2, 11, 12 and 15. I am requesting the Board to consider this document and how we might best respond to these draft recommendations.

Respectfully submitted,

Brian Hinkley
Chairman of the Board

Attachment

City of Hamilton

CULTURE & RECREATION MASTER PLAN

ARTS TASK FORCE

ARTS TASK FORCE

RECOMMENDATIONS

January 1987

BOB SUGDEN/SHIRLEY FORSYTH *526-4646 / 526-2750*
ARTS TASK FORCE OFFICE
CULTURE & RECREATION DEPARTMENT
CITY HALL
HAMILTON, ONTARIO L8N 3T4

City of Hamilton

CULTURE & RECREATION MASTER PLAN

PROGRESS REPORT

ARTS TASK FORCE REPORT

BACKGROUND INFORMATION

INTRODUCTION

The CULTURE AND RECREATION MASTER PLAN REPORT was accepted by Hamilton City Council in May, 1985. Under the recommendations for the Department of Culture and Recreation, the Report stated that the "Municipality's mandate and role with regard to the arts and heritage should be defined."*

The Report stated that "arts and heritage are essential components of leisure within the City of Hamilton; and that arts and heritage will continue to increase in importance in both the short and long term future."

THE POLICY DEVELOPMENT or IMPLEMENTATION PLAN concerning the municipality's activities into the heritage and arts service area should be the result of a comprehensive public participation process. The purpose of this joint planning process should be the development of a policy document -- the MUNICIPAL ARTS POLICY. The purpose of the Municipal Arts Policy is to provide specific guidelines for the provision of and support to arts activities, facilties and services to the residents of Hamilton. In response to some of the needs of the heritage community, the position of Heritage Supervisor was created within the Culture and Recreation Department.

. . . continued

ARTS TASK FORCE

RECOMMENDATIONS & PUBLIC MEETING INDEX

Section 1 - Background Information

Section 2 - Terms Of Reference

Section 3 - Progress Report

Section 4 - Report Preamble

Section 5 - Recommendations

Section 6 - Public Meeting

Section 7 - Process - '87

Section 8 - Press Clippings

Section 9 - Letters - Philharmonic Orchestra
- Dundas Valley School Of Art
- Creative Arts
- F.A.T.E.
- Art Council

The Master Plan outlined proposed Arts Policy Aims, Sub-Committee/ Arts Task Force structure and the Process involved.

ARTS TASK FORCE ASSEMBLY

Using the base recommendations of the Master Plan a steering committee met in the fall of 1985 to develop the TERMS OF REFERENCE (below) of the Arts Task Force. The Task Force was made up of the following sub-committees with specific responsibilities.

1. *FACILITIES SUB-COMMITTEE*
   - *To make recommendations to optimize the resources available for the arts and cultural community in the City of Hamilton*
   - *To recommend ways in which the arts and cultural community can be incorporated effectively into municipally owned facilities.*

2. *FUNDING SUB-COMMITTEE*
   - *To recommend appropriate funding priorities for the arts and cultural community by the Corporation of the City of Hamilton*
   - *To make recommendations on the impact of funding to the arts and cultural community regarding such philosophies as "user pay"*
   - *To make recommendations to optimize the resources available for the arts and cultural community in the City of Hamilton*

3. *INVENTORY SUB-COMMITTEE*
   - *To make recommendations to optimize the resources available for the arts and cultural community in the City of Hamilton*

4. *MARKETABILITY SUB-COMMITTEE*
   - *To recommend the appropriate steps to stimulate, market and promote the arts and cultural community in Hamilton as a growth industry*
   - *To recommend the appropriate steps to stimulate community participation in the arts in Hamilton*
   - *To recommend the appropriate process to develop new and innovative arts and cultural endeavours in Hamilton*

. . . continued

5. *RELATIONSHIPS SUB-COMMITTEE*

-- *To document the roles, responsibilities and relationships within the arts and cultural community of Hamilton*
-- *To recommend the appropriate levels of involvement for Municipal government and to document the levels of involvement of Municipal, Provincial and Federal governments within the community.*
-- *To recommend the appropriate relationship between the arts and cultural community of Hamilton and the Corporation of the City of Hamilton.*

The Arts Task Force application process drew over sixty (60) applicants. All were accepted to comprise the Arts Task Force Assembly. A Coordinating Committee was developed from a cross-section of the sub-committees to 'coordinate' the process.

The Arts Task Force and the Assembly-at-large initiated their work in January 1986 under the chairmanship of Ken Brown, along with advisors from the City, the Province and the Regional Arts Council. The committees logged over fifty (50) meetings over the past year and herein present their report.

OBJECTIVES

The objectives behind the recommendations from the Arts Task Force are:

1. *To fully address the issues raised in the Terms of Reference.*
2. *To provide a data base for the drafting of a MUNICIPAL ARTS POLICY.*
3. *To address the future role of the Municipality through the Department of Culture and Recreation and other agencies in the delivery of arts services to the City of Hamilton and its citizens.*

. . . *continued*

FORMAT

The format for the Recommendations designate nineteen (19) major areas with sub-considerations. These will be accompanied by staff comments as to the best approach to affecting these responsibilities. The proposed reciprocal relationship with the Arts will be outlined in this fashion.

We are sure that this format will permit the development of the best Municipal Arts Policy and establish Hamilton as a lead municipality in the area of working with the Arts Community.

RESPECTFULLY,

ROBERT SUGDEN, R.D.M.R.
SUPERVISOR
COMMUNITY & SPECIAL SERVICES

SHIRLEY FORSYTH
ASSISTANT COORDINATOR
ARTS & LEISURE

* *"Arts includes but is not limited to music, dance, folk art, creative writing, architecture and allied fields, painting, sculpture, photography, graphic and craft art, industrial design, costume and fashion design, motion picture, television, radio, tape and sound recording. The arts related to presentation form, execution and exhibition . . . and this study and application of the arts to the human environment." Culture & Recreation Master Plan, 1985*

City of Hamilton

CULTURE & RECREATION MASTER PLAN

PROGRESS REPORT

ARTS TASK FORCE TERMS OF REFERENCE

The Arts Task Force is to be established in October 1985. Over a six month period, the Task Force will respond to specific issues within the following terms of reference developed from recommendation #8 of the Master Plan and prepare appropriate recommendations for consideration by the Parks and Recreation Committee.

1. To document the roles, responsibilities and relationships within the Arts and Cultural Community of Hamilton.

2. To recommend the appropriate levels of involvement for Municipal Government and to document the level of involvement of Municipal, Provincial and Federal governments within the community.

3. To recommend the appropriate relationship between the Arts and Cultural Community of Hamilton and the Corporation of the City of Hamilton

4. To recommend appropriate funding priorities for the Arts and Cultural Community by the Corporation of the City of Hamilton.

5. To make recommendations on the impact of funding to the Arts and Cultural Community regarding philosophies such as "user pay".

6. To make recommendations to optimize the resources available for the Arts and Cultural community in the City of Hamilton.

7. To recommend ways in which the Arts and Cultural Community can be incorporated effectively into municipally owned facilities.

8. To recommend the appropriate steps to stimulate, market and promote the Arts and Cultural Community in Hamilton as a growth industry.

9. To recommend the appropriate steps to stimulate community participation in the Arts in Hamilton.

10. To recommend the appropriate processes to develop new and innovative Arts and Cultural endeavours in Hamilton.

The Arts Task Force will be ratified by the Parks and Recreation Committee and City Council. The composition of the Task Force is defined on a separate document. The appointed members of the Task Force/Steering Committee will be based upon input from the Arts and Cultural Community assembly.

The Arts Task Force will determine the operating and meeting format guidelines in concert with the Department of Culture & Recreation and Recreation staff input and resources. Similarily, the reporting procedure will be developed complete with time frames.

City of Hamilton

CULTURE & RECREATION MASTER PLAN

PROGRESS REPORT

The Arts Task Force will be established in October 1985 to respond to the Terms of Reference over a six (6) month period. Membership in the Task Force will be determined by open application. Preference in the make-up of the Task Force is as follows:

Guideline I — Representation is sought from a number of varied umbrella organizations* and such representation is not limited to board members and administrators nor to organizations representing individual artists.

Guideline II — Representation is sought from those individuals working in the Arts and *Cultural Community.
* Culture will be regarded as a "state of civilization" its conventions and customs, and thereby embraces both Arts and Heritage.

Guideline III — Representation is sought from Arts or Cultural discipline as outlined but not limited to theatre, music, dance, opera, painting, sculpture, film, photography, writing, crafts, heritage and museum work.

Guideline IV — Representation is sought from the Corporate sector and educational institutions with any combination of a displayed confidence, funding background or active participation in Arts or Cultural endeavours.

Guideline V — Representation is sought from the Arts appreciation sector and such individuals as enthusiastic patrons and volunteers would be valued.

Guideline VI — It is proposed that: The Arts Task Force is to be comprised of that representation as described in the Master Plan and that Heritage and related concerns be free to establish their own separate sub-committee to answer the challenge and planning of the Master Plan. Further, that these recommendations be integrated into the total recommendation of the Master Plan before it is presented to Council.

Employees of municipal, provincial or federal levels of government will serve in an ex officio role.

All applicants will be accepted as the Task Force Assembly and will be called upon as resource persons in addressing the Terms of Reference. Appointment to the Steering Committee will be based upon the composition criteria, the time and experience factor and the input of the Task Force Assembly, subsected to the approval of the Parks and Recreation Committee.

Applications must be received within 24 hours of the due date.

* varied umbrella organizations include but are not limited to Hamilton Alliance of Arts Professionals, Hamilton Wentworth Creative Arts, Native Persons, Hamilton Folk Arts Council, Hamilton & District Multicultural Council, Hamilton Wentworth Heritage Co-op, Hamilton and Region Arts Council.

City of Hamilton

CULTURE & RECREATION MASTER PLAN

ARTS TASK FORCE

ARTS TASK FORCE REPORT

P R E A M B L E

IN THE AUTUMN OF 1985, THE CITY OF HAMILTON SOLICITED INPUT FROM THE ARTS COMMUNITY AND THE PUBLIC AT LARGE ON THE MATTER OF THE CULTURE AND RECREATION MASTER PLAN. IT HAD BECOME APPARENT THAT THE CULTURE AND RECREATION DEPARTMENT HAD NO DEFINITIVE POLICY REGARDING ARTS-RELATED DECISIONS -- AS CONFIRMED BY THE CITY COMMISSIONED DU TOIT REPORT. AT THE RECOMMENDATION OF THAT REPORT, THE CITY OF HAMILTON FORMED THE ARTS POLICY TASK FORCE. COMPRISED OF SPECIALISTS IN MANY ARTISTIC DISCIPLINES, THIS ASSEMBLY HAS TURNED OUT TO BE A LIVELY AND PROVOCATIVE FORUM FOR IDEAS, OBSERVATIONS AND RECOMMENDATIONS.

THE TASK FORCE ENJOYED THE PARTICIPATION OF EVERY MAJOR ARTS ORGANIZATION IN THIS CITY. IN MOST CASES, ACTIVE MEMBERS OF THESE ORGANIZATIONS' EXECUTIVE TOOK THE TIME TO ATTEND MEETINGS AND CONTRIBUTE THEIR IDEAS. POETS MET WITH MARKETING MANAGERS, ACTORS WITH EDUCATORS, MUSICIANS AND SCULPTORS WITH PROMOTERS AND THEATRE OWNERS.

THEY SOON REALIZED THAT THEY ALL SHARE WITH THE CITY A COMMON INTEREST: TO FOSTER A NURTURING ENVIRONMENT FOR THE ARTS IN HAMILTON. THIS CAN ONLY BE ACCOMPLISHED BY CEMENTING A FIRM PARTNERSHIP BETWEEN EVERYONE WHO BENEFITS FROM A HEALTHY ARTS CLIMATE IN THE CITY. EFFECTIVELY, SUCH A PARTNERSHIP MUST INCLUDE ALL SECTORS OF THE COMMUNITY: ARTISTIC, CORPORATE AND PUBLIC.

BOB SUGDEN/SHIRLEY FORSYTH 526-4646 / 526-2750
ARTS TASK FORCE OFFICE
CULTURE & RECREATION DEPARTMENT
CITY HALL
HAMILTON, ONTARIO L8N 3T4

THOUGH THE MEMBERS OF THIS TASK FORCE ARE FULLY AWARE THAT THIS IS JUST ONE SEGMENT OF THE OVERALL ISSUE, THE MANDATE OF THIS TASK FORCE HAS BEEN TO DEAL SPECIFICALLY WITH THE ROLE TO BE PLAYED BY THE CITY IN THIS ENDEAVOUR, AND HOW TO IMPROVE THE COMMUNICATION BETWEEN THE MUNICIPALITY AND THE ARTS COMMUNITY. OUR REPORT ADDRESSES THIS MANDATE.

DURING COMMITTEE MEETINGS, A NUMBER OF PROBLEM AREAS HAVE SURFACED REGARDING INTERACTION BETWEEN ARTS ORGANIZATIONS AND THE VARIOUS DEPARTMENTS OF CITY HALL. ONE SUCH STUMBLING BLOCK OCCURS WITH RELATION TO CITY-SUPPORTED FACILITIES.

ESSENTIALLY, ART IS COMMUNICATION. FOR EFFECTIVE COMMUNICATION, AN ARTIST SIMPLY NEEDS A PLACE TO STAND OR HAVE HIS/HER WORK STAND SO THAT THE PUBLIC MAY PERCEIVE IT. HAMILTON HAS MANY FINE PLATFORMS FOR THE EXHIBITION OF VARIOUS FORMS OF ART. OUR THEATRES, GALLERIES AND PARKS RANK WITH ANY THE COUNTRY HAS TO OFFER.

UNFORTUNATELY, THERE ARE SERIOUS QUESTIONS BEING RAISED ABOUT THE ACCESSIBILITY OF PUBLICLY-FUNDED BUILDINGS AND FACILITIES BY THOSE WHO HAVE HELPED BUILD AND SUSTAIN THEM THROUGH MUNICIPAL TAX DOLLARS. ALONG WITH PUBLIC FUNDING, MUST COME A MANDATE TO ALLOW AND PROMOTE PUBLIC USE. ISSUES SUCH AS THIS ARE DEALT WITH AT LENGTH IN THE ENSUING REPORT.

WHAT WE HAVE ACCOMPLISHED IN THIS PAST YEAR IS ONLY THE BEGINNING. IT IS INTENDED THAT A DIALOGUE CONTINUE BETWEEN THE ARTS COMMUNITY AND THE CITY OF HAMILTON. IT IS IN EVERYONE'S INTEREST TO FOSTER THE ARTS IN THIS CITY.

IT IS IN THIS SPIRIT THAT WE, THE ARTS POLICY TASK FORCE SUBMIT THE FOLLOWING BLUEPRINT FOR THE ARTS IN HAMILTON . . .

RECOMMENDATIONS

Arts Task Force

WE, THE HAMILTON ARTS POLICY TASK FORCE, RECOMMEND TO THE CORPORATION OF THE CITY OF HAMILTON . . .

RECOMMENDATION #1

(A) THAT THE CITY OF HAMILTON ESTABLISH AN ARTS ADVISORY COMMITTEE, WHICH IS REPRESENTATIVE OF THE ARTS COMMUNITY AS A WHOLE.

(B) THAT THE ADVISORY COMMITTEE MONITOR THE MUNICIPAL ARTS POLICY ON AN ONGOING BASIS AND MEET ANNUALLY WITH THE ARTS COMMUNITY FOR THEIR INPUT AND INFORMATION.

(C) THAT A FUNCTION OF THE COMMITTEE TO BE ONE OF ADVISING THE GRANTS SUB-COMMITTEE ON ARTS GRANTS AND RELATED MATTERS. THE CHAIRMAN OF THE ADVISORY COMMITTEE, OR APPOINTEE, SHOULD BE AN EX-OFFICIO MEMBER OF THE GRANTS SUB-COMMITTEE.

. . . continued

Recommendation #1 (cont'd)

(D) THAT THE ADVISORY COMMITTEE INVESTIGATE THE POSSIBILITY OF SUCH COOPERATIVE VENTURES AS GROUP HEALTH INSURANCE, COOPERATIVE HOUSING, CREDIT UNIONS, ETC. FOR THE ARTS COMMUNITY.

(E) THAT THE MEMBERSHIP OF THE ADVISORY COMMITTEE BE DEVELOPED ON A ROTATING BASIS TO PRESERVE CONTINUITY AND ESTABLISH NEW IDEAS.

(F) THAT MEMBERSHIP ON THE ADVISORY COMMITTEE SHOULD, FOR THE FIRST TERM, BE DRAWN FROM THE MEMBERSHIP OF THE ARTS POLICY TASK FORCE, ON RECOMMENDATION OF THE ARTS POLICY TASK FORCE.

(G) THAT THE ADVISORY COMMITTEE HAVE A BEGINNING TWO (2) YEAR TERM; THE FIRST COMMITTEE TO ADVISE ON THE SELECTION PROCESS TO BE AGREED UPON BY THE ADVISORY COMMITTEE AND THE CITY OF HAMILTON. FUTURE MEMBERS OF THE COMMITTEE SHOULD BE REPRESENTATIVE OF THE ARTS COMMUNITY.

(H) THAT A MEMBER OF THE ADVISORY COMMITTEE SIT AS A FULL VOTING MEMBER OF THE HAMILTON ENTERTAINMENT, CONVENTIONS AND FACILITIES INCORPORATED (HECFI) BOARD.

. . . continued

RECOMMENDATION #2

(A) THAT THE CITY OF HAMILTON ESTABLISH THE POSITION OF A MUNICIPAL ARTS COORDINATOR AS PER THE CULTURE AND RECREATION MASTER PLAN. (See Job Description attached)

---

* *The Arts Coordinator should be on the same authority level as other supervisory positions within the Department of Culture and Recreation.*

* *The Arts Coordinator should work closely with the municpal arts council (See Recommendation #3) to maintain an arts information centre at City Hall. The Arts Coordinator should work with the same group to develop a data base and referral service.*

(B) THAT THE CITY OF HAMILTON ESTABLISH THE PERMANENT POSITION OF ARTS RESEARCH ASSISTANT AS SUPPORT FOR THE ARTS COORDINATOR.

RECOMMENDATION #3

THAT THE CORPORATION OF THE CITY OF HAMILTON SUPPORT AND FUND AN ARTS UMBRELLA ORGANIZATION WHICH WILL:

i) BE UNIVERSALLY REPRESENTATIVE OF THE ARTS COMMUNITY

ii) INCREASE THE PROFILE OF ARTS IN THE AREA

iii) PROVIDE DEVELOPMENTAL WORKSHOPS FOR ARTISTS AND ARTS GROUPS

iv) RECEIVE APPROPRIATE FULL FUNDING ON A PER CAPITA BASIS TO ACCOMPLISH THE ABOVE.

. ... continued

Recommendation #3 (cont'd)

* *At present there is no municipal organization which is sufficiently funded and has the appropriate mandate to fulfill these roles.*

RECOMMENDATION #4

THAT THE CITY OF HAMILTON, INCONJUNCTION WITH THE ARTS ADVISORY COMMITTEE, REEXAMINE ITS CRITERIA GOVERNING THE ALLOCATION OF FUNDS FOR THE ARTS.

---

* *At present it is not clear to the artistic community what such criteria are. The fundamental principle in all funding decisions should be that of artistic merit. Contribution to the arts, level of community involvement and support, quality of presentation and state of organizational development should also be of importance.*

RECOMMENDATION #5

THAT THE CITY OF HAMILTON ADOPT THE PRINCIPLE OF FUNDING THE ARTS ON A PER CAPITA BASIS AND THAT THE CITY'S PER CAPITA FUNDING STRUCTURE BE MORE EQUITABLY DISTRIBUTED BETWEEN CITY-OWNED CULTURAL FACILITIES AND FUNDING TO ARTS ORGANIZATIONS AND ARTS PROGRAMMING.

. . . continued

Recommendation #5

* *In light of the current City of Hamilton commitment to develop its artistic potential, to increase its quality of life for its citizens, and to attract new investment and future citizens to the Hamilton community, we recommend that the City of Hamilton increase its current per capita funding to a level more consistent with other cities across Canada.*

* *We commend the City of Hamilton for its continued support of its city-owned cultural facilities and urge that this support be continued in order to maintain the strong presence and importance of these facilities in the community.*

* *We wish to point out that there is a disproportion between the funding of city-owned cultural facilities and that to other arts activities. In comparison with other cities throughout Canada, Hamilton appears to give one of the smallest percentages of the total arts grants to programmes and activities as opposed to supporting city-owned cultural facilities. Hamilton gives approximately 20% of its total arts budget to programmes and activities and approximately 80% to city-owned cultural facilities.*

RECOMMENDATION #6

(A) THAT THE MAJOR PORTION OF THE GENERAL FUNDS COMMITTED IN SUPPORT OF THE ARTS MUST BE RESERVED FOR THE SUPPORT OF ESTABLISHED CULTURAL ORGANIZATIONS AND ACTIVITIES IN THE COMMUNITY.

. . . continued

Recommendation #6 (cont'd)

(B) THAT A PORTION OF THE GENERAL FUNDS COMMITTED IN SUPPORT OF THE ARTS BE RESERVED FOR EXPERIMENTAL PROJECTS AND NEW GROUPS.

RECOMMENDATION #7

(A) THAT THE CITY OF HAMILTON ADOPT A SYSTEM IN WHICH ARTS GRANTS APPLY TO THE APPROACHING SEASON OR FISCAL YEAR SINCE THE CURRENT SYSTEM OFTEN ALLOCATES GRANTS TOO LATE IN THE PLANNING YEAR TO ALLOW ARTS ORGANIZATIONS TO EXERCISE FISCAL RESPONSIBILITY.

(B) THAT LONGER TERM COMMITMENTS TO THE ARTS BE MADE IN ORDER TO ALLOW THOSE ORGANIZATIONS INVOLVED TO MAKE NECESSARY AND RESPONSBILE LONG TERM FINANCIAL PLANS. THIS COULD BE ACCOMPLISHED THROUGH A SIMILAR PROCESS AS THAT INVOLVED IN FINANCING LONG TERM CAPITAL PROJECTS.

RECOMMENDATION #8

THAT THE CITY OF HAMILTON REVIEW ITS GRANT ALLOCATION POLICIES TO INCLUDE FUTURE FUNDING OF INDIVIDUALS.

. . . continued

RECOMMENDATION #9

(A) THAT THE CITY OF HAMILTON ADOPT A POLICY OF EARMARKING ONE PERCENT (1%) OF CAPITAL EXPENDITURES FOR NEW AND RENOVATED BUILDINGS AND FACILITIES TO THE COMMISSIONING AND PURCHASE OF WORKS OF ART BY HAMILTON AREA ARTISTS, IN ANY DISCIPLINE. THIS WOULD BE IN CONCURRENCE WITH THE REPORT TITLED *Funding of the Arts in Canada to the Year 2000* BY THE FEDERAL TASK FORCE ON FUNDING FOR THE ARTS (THE BOVEY COMMISSION) AND WOULD ALSO PARALLEL CURRENT PROVINCIAL POLICY.

(B) THAT A REPRESENTATIVE AND EXPERT COMMITTEE BE FORMED UNDER THE AUSPICES OF THE ARTS ADVISORY COMMITTEE IN CONSULTATION WITH THE APPROPRIATE DEPARTMENTS WITHIN THE CORPORATION OF THE CITY OF HAMILTON TO IMPLEMENT A PROGRAM OF PURCHASING AND COMMISSIONING WORKS OF ART, AS MENTIONED ABOVE.

RECOMMENDATION #10

THAT THE "USER PAY" PHILOSOPHY BE THE SUBJECT OF A FURTHER STUDY BECAUSE OF ITS NEGATIVE IMPACT ON THE ARTS COMMUNITY OF HAMILTON.

. . . continued

RECOMMENDATION #11

(A) THAT THE CITY OF HAMILTON SUPPORT FINANCIALLY AND IN EVERY OTHER WAY POSSIBLE THE ARTS COMMUNITY IN OBTAINING A MID-SIZED THEATRE IN THE DOWNTOWN CORE. THIS THEATRE WOULD BE COMPLETELY ACCESSIBLE TO THE COMMUNITY AND WOULD ENHANCE THE ALREADY SUCCESSFUL HAMILTON PLACE, CONVENTION CENTRE, COPPS COLISEUM AND ART GALLERY OF HAMILTON.

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* *The growth and acceptance of Hamilton Place and now Copps Coliseum have made other more affordable venues of the past less desirable to audiences and therefore less viable for community groups.*

* *When the building of these projects was proposed by the City, the main component of the tax support and public funding campaigns was that these facilities were being built for use of community groups.*

* *While Hamilton Place is an excellent facility for large productions (e.g. Hamilton Philharmonic Orchestra, Opera Hamilton and major concerts) its size makes it less desirable for community theatre and smaller concerts.*

(B) THAT SUBSEQUENT TO THEATRE AQUARIUS OBTAINING THE USE OF A NEW THEATRE, THAT THE STUDIO THEATRE REMAIN A PERFORMANCE AND REHEARSAL SPACE AND BE MADE FINANCIALLY ACCESSIBLE TO COMMUNITY ARTS GROUPS.

(C) THAT THE CITY OF HAMILTON TAKE AN ACTIVE ROLE IN DEVELOPING A PERFORMANCE FACILITY FOR SMALLER ARTS ORGANIZATIONS AS NEEDS BECOME APPARENT.

. . . continued

Recommendation #11

* *Facilities that receive public funds should be made available to all community arts groups, according to availability and rents and fees should be commensurate with ability to pay. There are many small non-equity groups that need professional downtown space.*

* *Community centres, church halls and community group halls are not adequate as performance spaces. These halls offer little or no lighting or sound facilities, no storage space and inappropriate staging such as a shallow proscenium stage, no risers, etc. The spaces, in addition, are usually unavailable on weekend evenings.*

* *The Canada Council and Ontario Arts Council each year support small touring shows which rarely appear in Hamilton. It is felt that, if given a fixed venue with a firm identity, these small touring shows would find their audience in Hamilton.*

RECOMMENDATION #12

THAT THE CITY OF HAMILTON ASSIST THE ARTS COMMUNITY TO MAXIMIZE THE USE OF APPROPRIATE AVAILABLE SPACE UNDER PUBLIC JURISDICTION AND/OR ACTIVELY ASSIST IN THE ESTABLISHMENT OF SPACE FOR SUCH USES AS REHEARSAL, WAREHOUSE, SCENIC WORKSHOP AND WORK SPACE.

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* *Various arts groups have rehearsal and storage problems. There is also little space available for the construction of sets and for use by community group as a secure dry warehouse.*

. . . continued

RECOMMENDATION #13

THAT THE CITY OF HAMILTON ASSIST IN MAKING AVAILABLE EXISTING AND NEW PROFESSIONAL QUALITY VISUAL ART GALLERY SPACE WITHIN THE DOWNTOWN AREA TO LOCAL ARTISTS.

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* *Professional artists must have organized displays of their work on a regular basis in order for career development. At present there is not enough space of a high public profile suitable for professional display within the City.*

RECOMMENDATION #14

THAT THE CULTURE AND RECREATION DEPARTMENT BECOME THE COORDINATING BODY TO AID IN THE TECHNICAL ASPECTS OF SPECIAL EVENTS; THIS WOULD INCLUDE FACILITATING ACCESS TO PARKS AND HISTORICAL SITES FOR ARTS PRODUCTIONS AND SPECIAL EVENTS AND THE DEVELOPMENT OF A PROCEDURAL GUIDE FOR THIS PURPOSE.

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* *There is no clear-cut identifiable department at City Hall to monitor and facilitate special events. Each event has specific needs that are available from different departments and city committees. It is very confusing, time consuming and counter-productive.*

. . . continued

RECOMMENDATION #15 X

THAT THE CITY OF HAMILTON ENCOURAGE THE ESTABLISHMENT OF A Rolling Calendar OF FACILITY AVAILABILITY. AS A "DARK" NIGHT APPROACHES WITHIN THIRTY (30) DAYS OF ANY DATE, THE FACILITY BE MADE AVAILABLE TO A NON-PROFIT COMMUNITY GROUP PROVIDING THAT ALL BASIC COSTS ARE PAID.

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* *Unused or "dark" nights do not maximize the revenue potential of public facilities. These nights offer a unique opportunity for low cost community access.*

RECOMMENDATION #16

THAT AN ARTS APPRECIATION WEEK BE INSTITUTED. THIS WEEK, OFFICIALLY DECLARED, WOULD INCLUDE DISPLAYS, DEMONSTRATIONS, WORKSHOPS AND TALKS BY AND ABOUT AREA ARTISTS AND THEIR ACTIVITIES. LOCATIONS WOULD BE AT CITY HALL AND THROUGHOUT THE AREA.

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* *Hamilton has many fine artists in residence whose credentials in their fields are known far outside this area but at the same time remain unfamiliar to the public of this area. The public is not fully aware of all aspects of its own arts community and may not have a full appreciation of the importance of resident artists in their fields.*

. . . continued

RECOMMENDATION #17

THAT A HANDBOOK ON EFFECTIVE ARTS PROMOTION, SPECIFIC TO HAMILTON, BE MADE AVAILABLE.

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* *The development of marketing strategies and methods for Hamilton's arts community is essential in ensuring the maximum exposure and development of area artists.*

* *Area groups should have the resources available to them in order that they may decide which medium is best suited to their individual promotional needs. There have been references to existing volumes on this subject, but, it is presumed that such works do not deal specifically with the situation in Hamilton.*

RECOMMENDATION #18

THAT AN AUDIO/VISUAL PRESENTATION BE PRODUCED IN ORDER TO EDUCATE KEY MEMBERS OF THE ARTISTIC COMMUNITY (INCLUDING CITY ADMINISTRATORS) AND THE GENERAL PUBLIC ON ARTS PEOPLE, GROUPS AND ACTIVITIES IN THE HAMILTON AREA.

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* *Key members of the artistic community are at least partially unaware of the activities and existence of other key members. This lack of awareness retards artistic community growth and hampers accessibility to the public at large.*

. . . continued

Recommendation #18 (cont'd)

* *Some citizens in the Hamilton area who are less aware than they might be, and therefore are less able to make completely-informed decisions regarding arts matters are: politicians (all levels); ministry employees; city employees; new members of local arts groups and new local artists.*

RECOMMENDATION #19

THAT THE CITY OF HAMILTON MAKE AVAILABLE A DIRECTORY OF ARTS ORIENTED GROUPS, AGENCIES AND FACILITIES. THE FACILITIES INFORMATION SHOULD BE IN A CHECKLIST FORMAT SO THAT SEATING CAPACITY, TECHNICAL FACILITIES, LEAD TIMES, ETC. MAY BE READ FROM A SINGLE PAGE.

ARTS COORDINATOR

Proposed Job Description

Responsibilities

- to implement the final Arts Task Force Report
- to assist in preparing the Municipal Arts Policy
- to disseminate information regarding arts in the City of Hamilton
- to ensure the exchange of arts information with other cities and levels of government
- to liaise with the appropriate bodies within the Corporation of the City of Hamilton
- to sit on the Arts Advisory Committee in an advisory and resource capacity
- to facilitate the work of the Arts Advisory Committee including ongoing review of the Municipal Arts Policy
- to represent the arts community to the Corporation of the City of Hamilton
- to assist arts groups with grant applications to the Corporation of the City of Hamilton
- to be an ex-officio member of the Hamilton Entertainment, Conventions and Facilities Incorporated (HECFI) Board and the City of Hamilton Grants Sub-Committee

Skills

- overall awareness of the arts
- managerial skills
- interpersonal/diplomatic skills
- negotiating skills
- knowledge of the political process

Experience

Relevant experience in the arts is *essential*. A degree in the Arts would be an asset.

:sf

City of Hamilton

CULTURE & RECREATION MASTER PLAN

ARTS TASK FORCE

PUBLIC MEETING

January 27, 1987

PRESENT

Margaret Anderson-Herrman; *Department of Culture & Recreation*
Steven J. Arthurs; *Arts Task Force*
Ken Brown; *Chairman, Coordinating Committee, Arts Task Force*
Stewart Brown; *Hamilton Spectator*
Karen Daniels; *Ministry of Citizenship & Culture*
George Down; *Tower Poetry Society*
Harold Duckett; *Film Artist*
Marie Dynes
Paul Eck; *Hamilton Philharmonic Orchestra, Arts Task Force*
Shirley Forsyth; *Arts Research Assistant, Dept. of Culture & Recreation*
Conrad Furey; *Visual Artist*
Trevor Hodgson; *Director, Dundas Valley School of Art*
Allan Janssen; *Freestyle Magazine*
F. Eleanor Johnson; *Arts Task Force*
Leena Lehtikallio; *Village Theatre (Waterdown) Inc.*
Glenn Mallory; *Arts Task Force*
Gina Monaco; *F.A.T.E.*
Wally Parsons; *Arts Task Force*
Katherine Porter; *Visual Artist*
Elizabeth Poynter; *Arts Task Force*
Myrna Putns; *Arts Task Force*
Joan Rapsavage; *Parks & Recreation Citizens Advisory Committee*
Chuck Renaud; *Arts Task Force*
Hamish Robertson
Jeff Seffinga; *Arts Task Force*
Bob Sugden; *Supervisor, Community & Special Services, Dept. of Culture & Recreation*
Marilynn Soules; *Heritage Supervisor, Dept. of Culture & Recreation*
Paul Sparrow; *Multi Media Techniques*
Annerie Vangemerden
Lees Vangemerden
David Victor; *Arts Task Force*

. . . continued

BOB SUGDEN/SHIRLEY FORSYTH *526-4646 / 526-2750*
ARTS TASK FORCE OFFICE
CULTURE & RECREATION DEPARTMENT
CITY HALL
HAMILTON, ONTARIO L8N 3T4

MINUTES

1. Bob Sugden called the meeting to order and welcomed those present.

   Bob reviewed the procedure for the meeting. He noted that the recommendations contained in the report could not be amended at this meeting, however points made would be referred back to the Arts Task Force Assembly for consideration. Bob asked that discussion be restricted to the recommendations or the intent of the recommendations only.

2. Bob reviewed the process that has yet to be completed. He estimated that the transfer of the recommendations into the Municipal Arts Policy would begin sometime during March 1987.

3. Ken Brown, Chairman of the Coordinating Committee was introduced. Ken stated that he would again like to state that the Municipal Arts Policy has yet to be written. The document from the Arts Task Force is merely the background information on which the Arts Policy will be based, not the Policy itself.

4. Bob introduced other persons of note present at the meeting -- Karen Daniels from the Ministry of Citizenship and Culture and Joan Rapsavage a member of the Parks & Recreation Advisory Committee.

5. Some letters commenting on the Report had been received by Shirley Forsyth, Arts Research Assistant. Positive letters were received from Bill Powell, General Manager, Creative Arts Inc. and Doug Field, Executive Director of the Hamilton and Region Arts Council. Trevor Hodgson, Director of the Dundas Valley School of Art also sent congratulations but noted his concern over the need for juried exhibition space. Shirley read these letters to those present.

6. REVIEW OF RECOMMENDATIONS

   Recommendation #1

   Wally Parsons -- feel it is premature to determine the frequency of of the meeting schedule of the Arts Advisory Committee and the arts community. He suggests the frequency be quarterly for the first few years.

. . .continued

6. continued

Recommendation #3

Ken Brown -- wished to clarify this recommendation. He stated that it was not a case of the Regional Arts Council not doing its job; rather the Task Force felt there was a need for a group to fulfill the needs of an arts council on a city level. At this time no group exists to fulfill this role.

Recommendation #7

Wally Parsons -- noted that it is the applicant's season or fiscal year referred to in the recommendation. He felt this point should be clarified in the recommendation.

Bob Sugden -- noted that a job of the Advisory Committee would be to educate the funding bodies as to the intent of this recommendation.

Recommendation #8

Bob Sugden -- stated this would be a distinct change in policy as at present the city funds only organizations.

Recommendation #9

Glenn Mallory -- questioned as to whether all disciplines were covered as "works of art". He was informed that this was the case.

Recommendation #10

Ken Brown -- stated that the "user pay" philosophy has so many implications that it was felt a blanket statement could possibly do more harm than good, therefore, a study was recommended.

Bob Sugden -- gave a broad definition of "user pay" as no subsidy, complete cost recovery.

Recommendation #11

Paul Eck -- stated he did not think Theatre Aquarius needed to be named in the recommendation. He also felt that the Studio Theatre was not specific enough (i.e. the Hamilton Place Studio Theatre)

. . . continued

6. continued

Recommendation #11 (cont'd)

Hamish Robertson -- suggested leaving the first phrase out of the recommendation so that it reads, "That the Studio Theatre remain a performance and rehearsal space and be made financially accessible to community groups." He also questioned whether "non-equity" was needed in the addendum.

Recommendation #13

Wally Parsons -- stated that the original version of this recommendation specified the Art Gallery of Hamilton as it was felt that the Gallery is not receptive to local artists.

Recommendation #15

Bob Sugden -- felt this recommendation was well articulated.

Recommendation #18

Wally Parsons -- felt members of the media should be included in the addendum of persons "less aware than they might be"

Paul Eck -- questioned whether the city administrators are key members of the artistic community as is stated in the recommendation.

Ken Brown -- stated that in the broadest sense the city administrators are members as they aid the community, this would be even more so once the Arts Coordinator is in place.

Recommendation #2

Bob Sugden -- discussed the process for the positions. He noted that funds are set aside in the current budget for these positions. Following the Parks & Recreation Committee receiving the proposed Job Description, it will be referred to the Personnel Committee to develop a full Job Description. This job description will be referred back to the Arts Advisory Committee/Arts Task Force for comment and then to the Parks & Recreation Committee for ratification. Following this the hiring process would start. Bob estimated this to take two to three months. Bob noted that the Arts Research Assistant would be support staff for the Arts Coordinator.

Wally Parsons -- felt that the Arts Coordinator would need a comparable salary as well as authority as other supervisory positions within the Culture & Recreation Department.

. . . continued

6. continued

Recommendation #2 (cont'd)

Hamish Robertson -- felt it should be addressed in the recommendation that the Arts Research Assistant should not be considered part of the Culture & Recreation office pool.

Jeff Seffinga -- stated that the Arts Task Force felt the Arts Coordinator should be an employee of the City of Hamilton rather than a contract position.

7. Bob Sugden stated that papers on the Report are invited from the public-at-large.

8. GENERAL COMMENTS

Glenn Mallory -- stated that Doug Field, Jim Rice and the executive of the Hamilton and Region Arts Council had asked him to express their complete agreement in the Report. Glenn also stated that he, the Report addresses some very important concerns for the arts community.

David Victor -- stated that the Task Force tried to incorporate all arts disciplines into the Report, however, since all disciplines were not represented in the Task Force this was difficult and some may have been overlooked.

9. STATEMENT

MOTION: Glenn Mallory, Seconded Jeff Seffinga and CARRIED

"The Public Meeting endorses the Recommendations contained in the Arts Task Force Report with note to the areas of reconsideration for the Arts Task Force Assembly."

01/29/87
:sf

ARTS TASK FORCE PROCESS

January 1987

Complete the final 'Draft' Report' and recommendations of the Arts Task Force and Assembly.

Receiving of the Draft Report for comments from:

1) Department of Culture & Recreation
2) Parks & Recreation Advisory Committee
3) Ministry of Citizenship and Culture/Tourism & Recreation and Canada Arts Council

Circulation of the Draft Report to individual members of the Task Force for individual papers on minority position reports.

'Public' Meeting on the Draft Report in general forum and with Arts Organizations.

February 1987

Receiving of Public and Individual Reaction to the Draft Report and Circulation to the Assembly.

Receiving of the Draft Report and Comments from:

1) Department of Culture and Recreation
2) Parks & Recreation Advisory Committee
3) Parks & Recreation Committee

March 1987

Acceptance 'in principle' by Municipal Council for drafting of a Municipal Arts Policy involving the City Solicitor's Office, Clerks Department and other appropriate departmental input.

Beyond March 1987 (Timeframes pending)

- Selection of Arts Advisory Sub-Committee
- Development of Municipal Arts Policy
- Hiring of Arts Co-ordinator/Researcher
- Acceptance of Municipal Arts Policy
- Incorporation of Policy in Culture and Recreation Departments Operating Policies and Procedures
- Implementation Plan for the M.A.P.

December 15/86

City of Hamilton

CULTURE & RECREATION MASTER PLAN

Arts plan a big hit so far

25 groups endorse recommendations

By STEWART BROWN
The Spectator

ALL THAT was missing from last night's public meeting where guidelines for a Hamilton municipal arts policy got an enthusiastic, hurrah was the city's Bach-Elgar Choir singing Glory, Glory Hallelujah.

After the arts task force spent 2(months preparing the 19 recommendations, nobody within or without the task force was inclined to derail a project that, if adopted by city government, could make the local arts scene more sanguine.

■ New arts chief: E7

Twenty-five representatives of the arts community endorsed recommendations that seek an arts advisory committee, full-time city arts controller and arts research assistant, a municipal umbrella arts organization, upgraded funding of the arts, increased assistance in making facilities available and promotion of the Hamilton arts community.

The only changes urged last night were minor revisions of wording in some of the recommmendations.

Otherwise, approval beamed throughout Room 233 in city hall.

"I'm happy with what is there," said conductor and music administrator Glenn Mallory.

So were others, who sent congratulations to the task force.

Douglas Field, executive director of the Hamilton and Region Arts Council wrote that HARAC "fully supports the conclusions and recommendations ... and will be ready to continue its participation as the implementation process is started."

That was reassuring, since some interpret the task force's request for a municipal arts organization as endangering the mandate of HARAC, which includes Wentworth County and Burlington.

"The idea is not that HARAC is falling down in its job," said Ken Brown, task force chairman. "Nobody is really trying to take anything away from anybody here."

Benefits

Bill Powell, executive director of Creative Arts Inc., wrote that the task force report "can benefit all arts organizations. I think the group attack on the plan will have benefits throughout the years."

And Trevor Hodgson, director of the Dundas Valley School of Art, congratulated the task force on its efforts and emphasized his concern that the dearth of space for visual art exhibitions was as important as the lack of smaller theatre facilities.

The task force recommendations will now be sent to the city's parks and recreation advisory committee, then — all going well — to the standing parks and recreation committee, then to city council.

"I think it's important to realize this document is a journey, not a destination," said writer David Victor.

"I hope this isn't the last time the artistic community of Hamilton gets together."

Nineteen steps to improving art

After months of deliberation the Arts Task Force helping to develop a Culture and Recreation Master Plan has completed its recommendations. Following is a summary of those suggestions. They will be discussed at a public meeting in City Hall this Tuesday night at 7.30 p.m.

1) The city should establish an arts advisory committee, members of which would serve for two years. A member of the committee would be a full voting member of The Hamilton Entertainment, Convention and Facilities Incorporated (HECFI) board. The committee should be representative of the whole arts community and should monitor municipal arts policies and meet annually with the arts community. It should also advise the grants sub-committee on arts grants. The committee will look into group health insurance and other benefits for the arts community.

2) The city should hire a municipal arts coordinator and arts research assistant.

3) The city should fund an arts umbrella organization which will represent the arts community in general, increase the profile of the arts in the area, provide workshops and fund the organization on a per capita basis.

4) The city should review its funding of the arts.

5) The city should fund the arts on a per capita basis.

6) Most arts funding should go to established cultural organizations and activities in the community.

7) The city should provide arts grants which apply to the coming fiscal year and arts funding should be available for long term projects.

8) The city should review it policy of funding individual artists.

9) The city should use one per cent of capital for new and renovated buildings and facilities to purchase art from area artists. The arts advisory committee should be consulted about the purchases.

10) A proposal by the city to make arts and recreation "user pay" should be reconsidered.

11) The city should support the arts community's search for a mid-sized theatre in the downtown core. If Theatre Aquarius finds a new home the studio theatre in Hamilton Place should be made affordable to community arts groups. The city should take an active role in developing a performing space for smaller arts organizations as the need arises.

12) The city should strive to make public buildings and space available to help with problems arts groups have finding storage and rehearsal areas.

13) The city should help make new and existing downtown art gallery space available to the arts community.

14) The culture and recreation department should coordinate technical aspects of special events.

15) The city should have a rolling calendar for facilities. If a "dark" night approaches within 30 days of any date the facility should be made available to a non-profit arts group providing basic costs are paid.

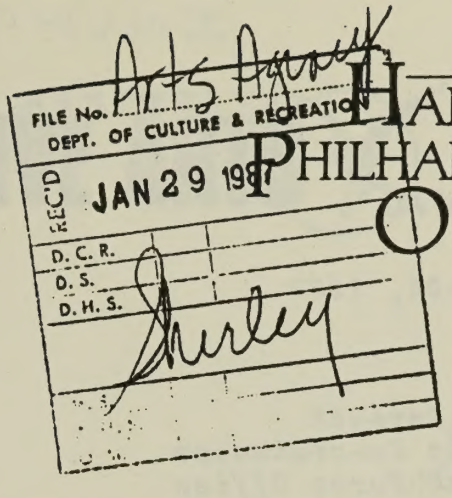
16) An arts appreciation week should be instituted.

17) A handbook on effective arts promotion specific to Hamilton should be made available.

18) An audio/visual presentation should be produced to explain the arts community to the general public.

19) The city should have a directory of area arts groups, agencies and facilities.

Co-ordinator - R. Sugden, R.D.M.R.
c/o Master Plan Office
4th Floor - City Hall
526-4663



HAMILTON PHILHARMONIC ORCHESTRA

January 27, 1987

Ms. Shirley Forsyth
Assistant Coordinator
Arts & Leisure
Culture & Recreation Department
Arts Task Force Office
City Hall
71 Main Street West
Hamilton, Ontario
L8N 3T4

Dear Shirley:

Having read the final Report and Recommendations of the Arts Task Force, which is part of the Culture & Recreation Master Plan, I must say how pleased I am with the results of many, many months of arduous work for many, many people. As an overall document, I have no hesitation in saying how positive I feel about it and about the tremendous value it will be to the community as soon as it is adopted.

Congratulations to all concerned.

Sincerely,

P.B. (Paul) Eck
General Manager

PBE:es

Boris Brott
Music Director and Conductor

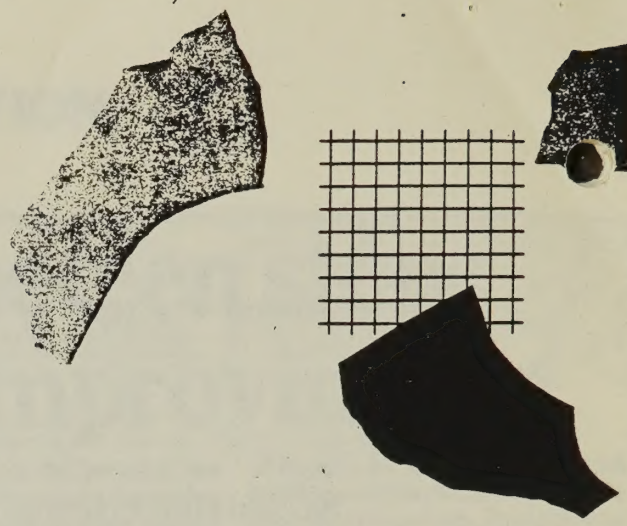
P.O. Box 2080 Station "A", Hamilton, Ontario L8N 3Y7 (416) 526-8800

P. B. (Paul) Eck
General Manager

Received Jan. 27/87

21 Ogilvie Street
Dundas, Ontario
Canada L9H 2S1
(416) 628-6357

Dundas Valley School of Art



January 25, 1987

Shirley Forsyth
Assistant Co-ordinator
Arts Task Force Office
Culture & Recreation Department
City Hall
Hamilton, Ontario
L8N 3T4

Dear Ms. Forsyth,

Thank you for the progress report on the City of Hamilton Culture & Recreation Master Plan. I am aware of the enormous effort and time that has been given by volunteers to produce this report and feel they should receive some accolade for producing an excellent document.

However, I have some concerns. There seems to be a strong bias towards the performing arts even to the specific singling out of Theatre Aquarius. It would appear that the visual artists have been much less vocal. My greatest concern is that there is no location in Hamilton for large juried exhibitions. The Central Library makes an effort, but their space is not designed for exhibitions. The Art Gallery of Hamilton is not receptive to this type of show and all other galleries are too small.

There is a real need for a large municipal/regional exhibition space. I feel the Report does not emphasize this although the need is equally as strong as that for a theatre.

Yours sincerely,

J. Trevor Hodgson
Director

JTH:ks

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BScTech MEd LLD ATI ENG

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Emily Dutton
Founder

HAMILTON WENTWORTH
CREATIVE ARTS

JAN 26 1987
Shirley
A.M.S
C.M

January 23, 1987

Shirley Forsyth, Co-ordinator
Arts Task Force
Culture and Recreation Department
Hamilton City Hall
Hamilton, Ontario
L8N 3T4

Dear Shirley,

Please extend to all concerned that we at Creative Arts endorse the Task Force Report. I have studied it from front to back and find it has identified many of the current problems, situations where things are overfunded, underfunded, and completely ignored.

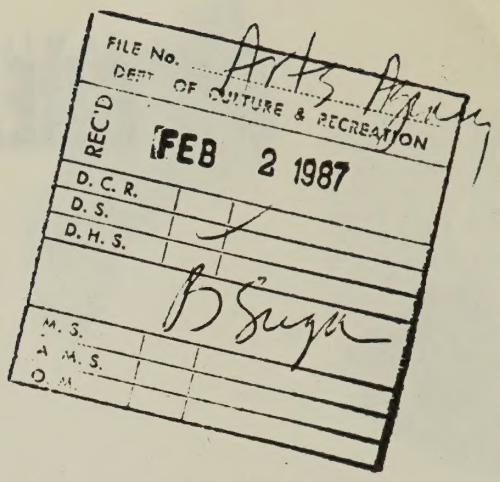
I see in the report many recommendations for facilities and services which can benefit all arts organizations. I think this group attack on the plan will have benefits throughout the years.

Please express my desired to those concerned.

Yours truly,
Hamilton Wentworth
CREATIVE ARTS INC.

Bill Powell

Bill Powell
General Manager



January 28, 1987.

Bob Sugden,
Arts Task Force Office,
Culture & Recreation Department,
City Hall,
Hamilton, Ontario.
L8N 3T4.

Dear Mr. Sugden:

I attended the public meeting to review the recommendations by the Arts Task Force and I would like to commend everyone who worked so hard to put it all together.

As a local business dedicated to meeting the needs of other business people I would like the local arts community to be aware of our services.

In particular, I am interested in working with the city on developing a performance facility in the downtown core. Hamilton is greatly in need of an affordable performance space and we recognize this need.

We would like to help.

Sincerely,

Gina Monaco

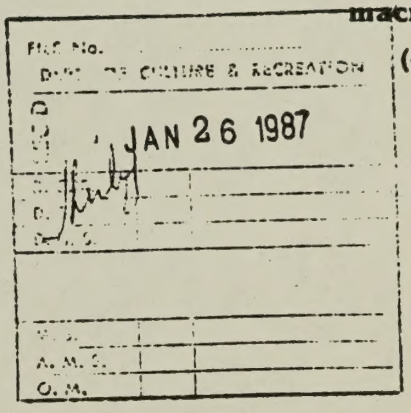
Gina Monaco,
Assistant Manager.

GM/ps

Fundamental Approach Towards Employment (F.A.T.E.)
4 Hughson St. S. • Hamilton, Ont. • L8N 3Z1 • (416) 521-9694

Arts Council Hamilton and Region

P.O. Box 2080, Station "A" L8N 3Y7
macnab st. at main
(416) 529-9485



January 22, 1987

Shirley Forsyth
Arts Task Force Office
Culture & Recreation Department
City Hall
Hamilton, Ontario
L8N 3T4

Dear Shirley:

On behalf of Dr. James Rice, President and Chairman of the Board of the Hamilton and Region Arts Council, I wish to commend you, Bob Sugden and everyone else involved in the production of the Report and Recommendations of the Task Force on the Arts.

I joined the Arts Council just as the process was being completed but I have been impressed by the effective way in which the Task Force addressed its mandate and the concise way in which its conclusions have been framed for the consideration of City Council.

As a participant in the process, be assured that the Hamilton and Region Arts Council fully supports the conclusions and recommendations of the Task Force on the Arts, and will be ready to continue its participation as the implementation process is started.

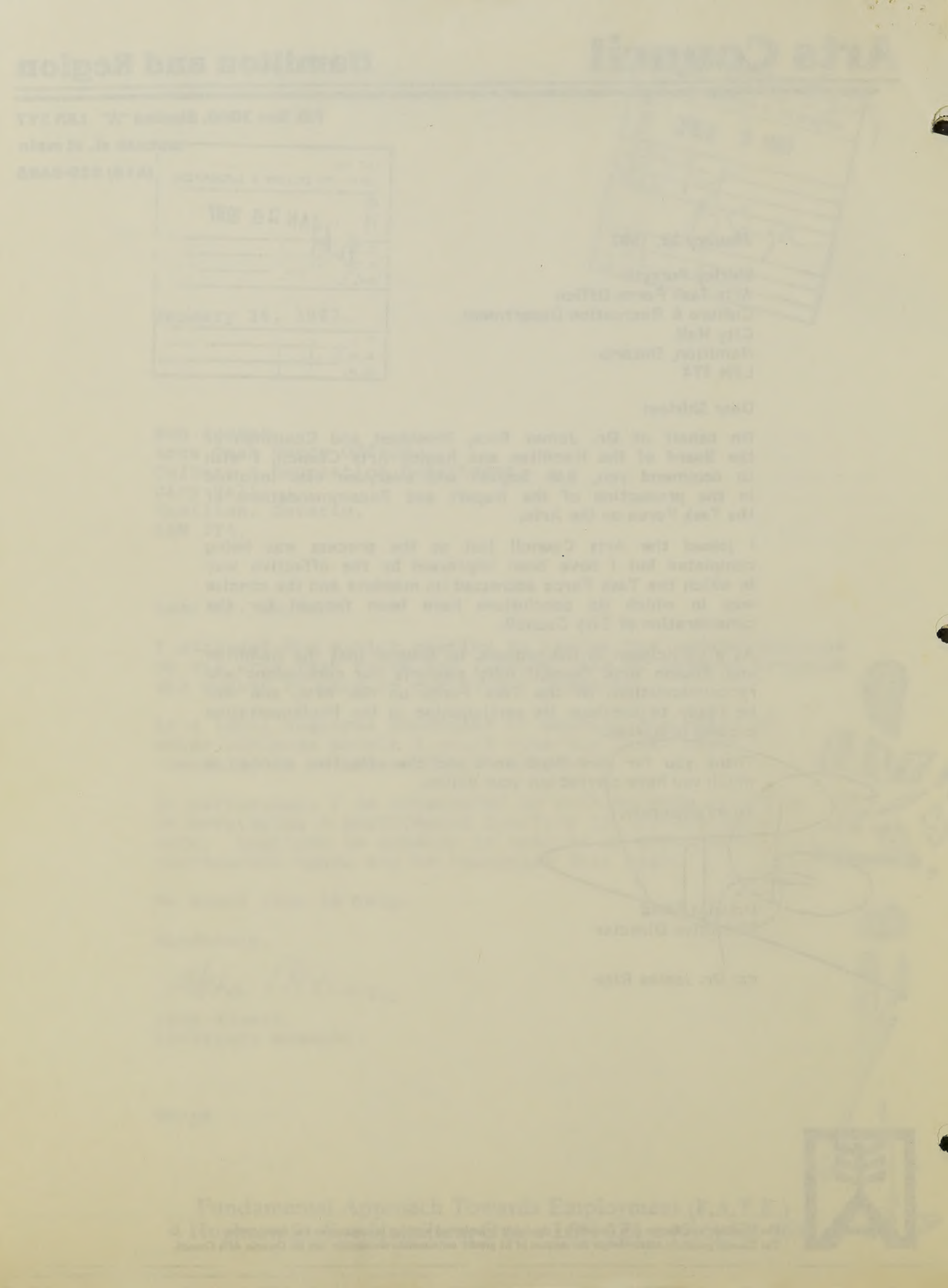
Thank you for your hard work and the effective manner in which you have carried out your duties.

Yours sincerely,

Douglas Field
Executive Director

cc: Dr. James Rice

The Hamilton and Region Arts Council is a charitable organization working in community arts development.
The Council gratefully acknowledges the support of its greater metropolitan community and the Ontario Arts Council.



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, March 13, 1987
9:00 A.M.
Copps Coliseum Board Room

AGENDA

1.	Chairman's Remarks	
2.	Minutes of February 13, 1987	Attachment 2
2.1	Errors or Omissions	
2.2	Motion for Approval	
3.	Business Arising From the Minutes	
4.	Report From the Director of Marketing	
5.	Committee Reports/Minutes	
5.1	Copps Coliseum Committee Second Report	Attachment 5.1
5.1.1	Copps Coliseum Committee Minutes of February 3, 1987	Attachment 5.1.1
5.2	Hamilton Convention Centre Committee Second Report	Attachment 5.2
5.2.1	Hamilton Convention Centre Committee Minutes of November 21, 1986 and January 30, 1987	Attachment 5.2.1
5.3	Hamilton Place Committee First Report	Attachment 5.3
5.3.1	Hamilton Place Committee Minutes of January 8, 1987	Attachment 5.3.1

5.4	Audit & Finance Committee Second Report	Attachment 5.4
5.4.1	Audit & Finance Committee Minutes of February 4, 1987	Attachment 5.4.1

7. **New Business**

7.1	Marketing Plan for Private Boxes	Attachment 7.1
7.2	Amendment to HECFI Legislation	Attachment 7.2
7.3	Blockage of Market/Library Exit Tunnel	Attachment 7.3
7.4	Telephones : Copps Coliseum Media & Press Rooms	Verbal

8. **Other Business**

9. **Date of Next Meeting**

April 10, 1987
9:00 A.M.
Copps Coliseum Board Room

10. **Adjournment**

Patricia Bennett
Secretary to the Board
March 9, 1987

Attachment 2

2. Minutes of February 13, 1987

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

MEETING OF THE BOARD OF DIRECTORS

Friday, February 13, 1987
9:ØØ A.M.
Copps Coliseum Board Room

MINUTES OF REGULAR SESSION

PRESENT:	Alderman B. Hinkley, Chairman of the Board Alderman J. Gallagher, Second Vice Chairman Mayor R. Morrow Alderman R. Wheeler Mr. S. Cino Mr. D. Hector Mr. W. McFarland Dr. C. Bart Mr. D. Beattie Mr. D. Braley
ALSO PRESENT:	Mr. B. Conacher Mr. J. Leuser Mr. J. Crane Mr. W. Penfold Mr. T. Burrows Mr. R. DiFilippo
REGRETS:	Mr. T. Yates Mr. T. Casey Alderman T. Murray
MEDIA:	Bob Ireland, C.H.C.H. Jerry Rogers, The Spectator Kathy Hyde - C.K.O.C.

1. Chairman's Remarks

The Secretary confirmed that Board Members had been properly notified and the meeting was duly constituted for business.

In-Camera Session

The following motions were carried during the In-Camera Session:

THE IN-CAMERA SESSION BE CONVENED.

A SPECIAL MEETING OF THE BOARD WILL BE HELD FRIDAY, MARCH 6, 1987 AT WHICH THE 1987 MARKETING PLAN, THE 1987 BUSINESS PLAN AND THE SALARY REVIEW REPORT WILL BE PRESENTED.

THE IN-CAMERA MINUTES OF JANUARY 23, 1987 BE APPROVED.

THE FEBRUARY 3, 1987 COPPS COLISEUM IN-CAMERA REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS BE ENDORSED:

> THAT THE REPORT ENTITLED FIRST DRAFT 1987 HECFI MARKETING PLAN - COPPS COLISEUM, AS SUBMITTED BY THE DIRECTOR OF MARKETING, BE RECEIVED FOR INFORMATION.
>
> THAT ONE (1) ELECTRICAL/ELECTRONIC TECHNICIAN BE HIRED AT SALARY SCHEDULE M-17 TO PERFORM EVENT AND MAINTENANCE DUTIES AT COPPS COLISEUM AND THE CENTRAL UTILITIES PLANT AND THAT ONE (1) MAINTENANCE MAN 111 POSITION, SALARY SCHEDULE M-11 PRESENTLY EXISTING AND VACANT, BE DELETED FROM STAFFING REQUIREMENTS AT COPPS COLISEUM AND THE CENTRAL UTILITIES PLANT, AND THAT THE NEW POSITION OF ELECTRICAL/ELECTRONIC TECHNICIAN BE POSTED AND FILLED WITHOUT DELAY.

THE COPPS COLISEUM COMMITTEE IN-CAMERA MINUTES OF JANUARY 12, 1987 BE RECEIVED FOR INFORMATION.

THE HAMILTON CONVENTION CENTRE COMMITTEE JANUARY 30, 1987 IN-CAMERA REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

> THAT THE CONVENTION CENTRE CONTINUE WITH COCA-COLA LTD. FOR A TWO YEAR PERIOD ENDING DECEMBER 31, 1988, WITH THE OPTION FOR MANAGEMENT TO RENEW ON AN ANNUAL BASIS FOR THREE CONSECUTIVE YEARS.

THE HAMILTON CONVENTION CENTRE IN-CAMERA MINUTES OF JANUARY 9, 1987 BE RECEIVED FOR INFORMATION.

THE AUDIT & FINANCE COMMITTEE IN-CAMERA REPORT OF FEBRUARY 4, 1987 BE APPROVED.

THE HAMILTON CONVENTION CENTRE ACCEPT THE TENDER RECEIVED FROM COCA-COLA LTD. TO BE ITS SOFT DRINK SUPPLIER FOR A TWO-YEAR PERIOD ENDING DECEMBER 31, 1988 WITH THE OPTION FOR MANAGEMENT TO RENEW ON AN ANNUAL BASIS FOR THREE CONSECUTIVE YEARS.

ONE ELECTRICAL/ELECTRONIC TECHNICIAN BE HIRED AT SALARY SCHEDULE M-17 TO PERFORM EVENT AND MAINTENANCE DUTIES AT COPPS COLISEUM AND THE CENTRAL UTILITIES PLANT; and

ONE MAINTENANCE MAN 111 POSITION, SALARY SCHEDULE M-11 PRESENTLY EXISTING AND VACANT, BE DELETED FROM STAFFING REQUIREMENTS AT COPPS COLISEUM AND THE CENTRAL UTILITIES PLANT; and

THE NEW POSITION OF ELECTRICAL/ELECTRONIC TECHNICIAN BE POSTED AND FILLED WITHOUT DELAY.

THE SERVICE AGREEMENT SUBMITTED BY MONTGOMERY KONE ELEVATOR CO. LTD. FOR COMPLETE MAINTENANCE ON ELEVATING DEVICES LOCATED WITHIN COPPS COLISEUM BE ACCEPTED; and

A PURCHASE ORDER BE ISSUED TO MONTGOMERY KONE AT THE MONTHLY RATE OF $1,533.ØØ FOR THE TERM COMMENCING 1986 DECEMBER 1 AND TERMINATING 1987 DECEMBER 1.

THE AUDIT & FINANCE COMMITTEE IN-CAMERA MINUTES OF JANUARY 14, 1987 BE RECEIVED FOR INFORMATION.

THE IN-CAMERA SESSION BE ADJOURNED.

2. Minutes of January 23, 1987 Regular Meeting

MOVED by Mayor Morrow, seconded by Alderman Wheeler that

THE MINUTES OF THE JANUARY 23, 1987 REGULAR MINUTES BE APPROVED.

MOTION CARRIED.

3. Minutes of January 23, 1987 Annual Meeting

MOVED by Alderman Gallagher, seconded by Mr. Braley that

THE MINUTES OF THE JANUARY 23, 1987 ANNUAL MEETING BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Hamilton Performing Arts Foundation

The February 9th report by the Director of Hamilton Place recommending that until such time as documentation with respect to the Ontario Retail Sales Tax and the minutes of the January 8, 1987 meeting are received from legal counsel, a meeting of the Foundation Board of Directors not take place, was reviewed. It was

MOVED by Mr. Cino, seconded by Mr. Hector that

THE NEXT MEETING OF THE HAMILTON PERFORMING ARTS FOUNDATION INC. BE POSTPONED TO MARCH 13, 1987 OR SOONER AT THE CALL OF THE CHAIRMAN.

MOTION CARRIED.

4.2 Ex-Officio Voting Privileges

The Board received the February 10th memorandum clarifying the legal opinion that an Exofficio member of a committee does not have voting privileges but is invited to attend meetings and to give input. Following a brief discussion it was agreed that the Chairman of the Board's status will remain unchanged; that is, the Chairman will remain as an Exofficio member of all committees with no voting privileges.

5. Report From the Director of Marketing

Due to the absence of the Director of Marketing, no report was made.

6. Committee Reports/Minutes

6.1 Copps Coliseum Committee First Report

MOVED by Mr. Beattie, seconded by Alderman Gallagher that

THE COPPS COLISEUM FIRST REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS BE ENDORSED:

> **THAT APPROVAL BE GIVEN TO THE CONCEPT OF A WALL OF FAME AS PROPOSED BY THE COPPS COLISEUM "WALL OF FAME" COMMITTEE, AND THAT APPROVAL BE GRANTED TO TENDER FOR THE PURCHASE OF FIFTY (50) WALL HANGINGS (28" X 20") AT A COST OF APPROXIMATELY $15,530.00. NOT INCLUDING FEDERAL AND PROVINCIAL SALES TAXES AND THAT AN AMOUNT OF**

$5,000. BE APPROVED FOR THE INSTALLATION OF THE WALL HANGINGS; THE AUDIT AND FINANCE COMMITTEE TO DETERMINE THE METHOD OF FINANCING.

THAT THE SERVICE AGREEMENT SUBMITTED BY MONTGOMERY KONE ELEVATOR CO. LTD. FOR COMPLETE MAINTENANCE ON ELEVATING DEVICES LOCATED WITHIN COPPS COLISEUM BE ACCEPTED, AND THAT A PURCHASE ORDER BE ISSUED TO MONTGOMERY KONE AT THE MONTLHY RATE OF $1,533. FOR THE TERM COMMENCING 1986 DECEMBER 1 AND TERMINATING 1987 DECEMBER 1.

MOTION CARRIED.

The following items were received for information:

(i) The Status Report on Confirmed Events at Copps Coliseum - February to May 1987;
(ii) Report by the Director of Copps Coliseum;
(iii) The condition of the Maple Leaf Gardens Indoor Track will be evaluated and a price determination made;
(iv) "Free Public Skating" to be discussed at a future meeting.

6.1.1 Copps Coliseum Committee Minutes of January 12, 1987

MOVED by Mr. Beattie, seconded by Alderman Gallagher that

THE COPPS COLISEUM COMMITTEE MINUTES OF JANUARY 12, 1987 BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

6.2 Hamilton Convention Centre Committee First Report

MOVED by Alderman Wheeler, seconded by Mr. Braley that

THE HAMILTON CONVENTION CENTRE COMMITTEE FIRST REPORT BE APPROVED.

MOTION CARRIED.

The following items were received for information:

(i) The Director's Report;
(ii) Client Evaluations;
(iii) Marketing/Sales Division -Sales Report for December 1986;
(iv) Financial Statements;
(v) HCC Information Package.

6.2.1 Hamilton Convention Centre Committee Minutes of January 9, 1987

MOVED by Alderman Wheeler, seconded by Mr. Braley that

THE HAMILTON CONVENTION CENTRE COMMITTEE MINUTES OF JANUARY 9, 1987 BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

6.3 Audit & Finance Committee First Report

MOVED by Mr. McFarland, seconded by Mr. Cino that

THE AUDIT & FINANCE COMMITTEE FIRST REPORT BE APPROVED AND THAT THE FOLLOWING RECOMMENDATION BE ENDORSED:

> THAT APPROVAL BE GRANTED TO TENDER OR CALL FOR PROPOSALS FOR THE PURCHASE AND INSTALLATION OF FIFTY (50) WALL HANGINGS (28" X 20"); and
>
> THAT SUBJECT TO THE APPROVAL OF THE AWARDING OF THE TENDER(S) OR CALL(S) FOR PROPOSALS, THE COST OF THE PURCHASE AND INSTALLATION WORK BE CHARGED TO WORK-IN-PROGRESS EXPENDITURE ACCOUNT NUMBER 0408-U32753 (INTERIOR ART WORK).

MOTION CARRIED.

The following items were received for information:

(i) Director of Finance & Administration's report (verbal);
(ii) Preliminary 1986 Annual Financial Results for HECFI and CUP;
(iii) Monthly Breakdown Summaries of the 1987 Operating Budgets for HECFI and CUP;
(iv) Insurance Coverages for HECFI;
(v) A report on the Financial Position of the Special Events Subsidy Fund;
(vi) Event Revenue Summaries for Hamilton Place and Copps Coliseum.

6.3.1 Audit & Finance Committee Minutes of January 14, 1987

MOVED by Mr. McFarland, seconded by Dr. Bart that

THE AUDIT & FINANCE COMMITTEE MINUTES OF JANUARY 14, 1987 BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

7. New Business

7.1 In-Camera Process

MOVED by Mr. Cino, seconded by Dr. Bart that

THE INFORMATION PACKAGE PERTAINING TO THE IN-CAMERA PROCESS BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

7.2 Expansion of Administration Office (Phase 1) Tender

The Board reviewed the February 12th report from the Director of Copps Coliseum. It was

MOVED by Alderman Wheeler, seconded by Mr. Cino that

THE TENDER SUBMITTED BY JAMES KEMP CONSTRUCTION LTD., HAMILTON, IN THE TOTAL AMOUNT OF $136,600. FOR THE EXPANSION OF ADMINISTRATION OFFICES - PHASE 1 - COPPS COLISEUM, BE ACCEPTED; and

THAT THE COST OF THE WORK BE FUNDED FROM ACCOUNT NO. 0408-U32778 - ADMINISTRATION OFFICE AREA INCLUDING TELEPHONE/MAILROOM.

MOTION CARRIED.

7.3 Addition of Mr. David Braley to N.H.L. Committee

Following a brief discussion it was

MOVED by Alderman Wheeler, seconded by Alderman Gallagher that

MR. DAVID BRALEY BE INCLUDED IN THE MEMBERSHIP OF THE N.H.L. NEGOTIATING COMMITTEE.

MOTION CARRIED.

7.4 Arts Task Force

The Board received Alderman Hinkley's February 10th memorandum and it was

MOVED by Dr. Bart, seconded by Mr. Cino that

SENIOR MANAGEMENT STAFF REVEIW THE ARTS TASK FORCE AND REPORT ON THE IMPLICATION(S) OF THE RECOMMENDATIONS.

MOTION CARRIED.

8. Other Business

8.1 1986 Annual Report on the Finance & Administration Department

MOVED by Mr. McFarland, seconded by Mr. Cino that

THE 1986 ANNUAL REPORT ON THE FINANCE & ADMINISTRATION DEPARTMENT WHICH WAS CIRCULATED WITH THE AUDIT & FINANCE IN-CAMERA COMMITTEE REPORT BE MOVED OUT OF IN-CAMERA.

MOTION CARRIED.

9. Adjournment

MOVED by Dr. Bart, seconded by Mr. Beattie that

THE MEETING ADJOURN AT 10:55 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Alderman Brian Hinkley, Chairman

Patricia Bennett, Secretary

5.1 Copps Coliseum Committee Second Report

Copps Coliseum
Victor K Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

REPORT TO THE HECFI BOARD OF DIRECTORS FROM THE COPPS COLISEUM COMMITTEE MEETING OF FEBRUARY 25, 1987

The Copps Coliseum Committee presents its **SECOND** Report and respectfully recommends the following:

1. 1987 Capital Projects

That the Director of Copps Coliseum be authorized to proceed to tender the following:

1. Improvements to Home Team Dressing Room - $25,000.00.
2. Drinking Fountains - Rink Level - $10,000.00.
3. Improvements required for Occupation of Retail/Mall Area - $250,000.00.
4. Conversion of Domestic Hot Water Generation System - $20,000.00.
5. Improvements to Press Facilities - $30,000.00.
6. Glycol Storage Tank - $10,000.00.
7. Provision of Sun Screen, West Elevation Windows - $35,000.00.
8. Various Capital Replacements and Revisions for Central Utilities Plant - $72,000.00.
9. Addition of City Hall to C.U.P. Building Automation System - $130,000.00.
10. Various Capital Replacements for City Hall - $54,000.00.
11. Teardown/Overhaul of Centravacs - C.U.P., City Hall and Public Library - $50,000.00.
12. Various Capital Revisions and Replacements for Hamilton Place - $61,000.00.

and to determine a priority list of these items, and commit an amount of approximately 10% of the estimated project cost for design and engineering services where applicable, and that the Audit and Finance Committee be requested to recommend the method of financing.

NOTE: Documentation is attached.

2. Central Utilities Plant - Maintenance Van - Acceptance of Tender

That the tender submitted by Johnston Motors Leasing, Hamilton, in the total amount of $288.90 monthly for the leasing of a maintenance van be accepted, and that the Audit and Finance Committee recommend the method of financing.

NOTE: Documentation is attached.

The following are for information only:

1. Handicapped Patrons/Concessions - Condiments

That the report from Volume Concession Services regarding Handicapped Patrons/Concessions - Condiments, be received for information.

NOTE (i) : Documentation is attached.
NOTE (ii): Alderman Gallagher was opposed to this motion.

That the matter regarding Handicapped Patrons/Concessions - Condiments, be referred to the Region's Disabled Subcommittee for their consideration and subsequent recommendation.

2. Use of Copps Coliseum by Minor Hockey Association

That the correspondence on the use of Copps Coliseum by Minor Hockey Association, be received for information.

NOTE: Documentation is attached.

3. Free Public Skating

That management be requested to prepare a report on free public skating for four (4) hours, one day a month in Copps Coliseum during the winter months, and that attention should be paid to; A) overcoming the problem of scheduling, and B) the pros and cons of the entire program.

NOTE: Documentation is attached.

4. Status Report on Confirmed Events at Copps Coliseum - March to June 1987

That the Status Report on Confirmed Events at Copps Coliseum - March to June 1987, be received for information.

NOTE: Documentation is attached.

5. Copps Coliseum 1987 Event Report Summary

That the Copps Coliseum 1987 Event Report Summary, be received for information.

6. Financial Results for Copps Coliseum for the Month of January 1987

That the Financial Results for Copps Coliseum for the Month of January 1987, be received for information.

7. Unaudited Operating Results for the Year Ended December 31, 1986 for Copps Coliseum

That the Unaudited Operating Results for the Year Ended December 31, 1986 for Copps Coliseum, be received for information.

8. Unaudited Operating Results for the Year Ended December 31, 1986 for Central Utilities Plant

That the Unaudited Operating Results for the Year Ended December 31, 1986 for Central Utilities Plant, be received for information.

9. Report by the Director of Copps Coliseum

That the report by the Director of Copps Coliseum, be received for information.

NOTE: Documentation is attached.

10. Date of Next Meeting

The next meeting of the Copps Coliseum Committee will be held Wednesday, March 25, 1987 at 11:00 a.m. in the Copps Coliseum Board Room.

Respectfully submitted,

Alderman Tom Murray, Chairman

Leslee Stewart, Secretary

ATTACHMENT 2.4

1987 CAPITAL PROJECTS

Copps Coliseum
Victor K. Copps
Trade Centre, Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel: 416 526 4400

MEMORANDUM

FOR ACTION: [X] **FOR INFORMATION:** [ ]

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary
Audit and Finance Committee, Attn. Mrs. J. Mills, Secretary

COPIES TO: Mr. B. Conacher
Mr. J. Leuser

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1987 February 11

SUBJECT: 1987 Capital Projects

RECOMMENDATION:

1) That the Director be authorized to,

a) Proceed to tender the following:

1. Improvements to Home Team Dressing Room - $25,000.00.
2. Drinking Fountains - Rink Level - $10,000.00.
3. Improvements Required for Occupation of Retail/Mall Area - $250,000.00.
4. Conversion of Domestic Hot Water Generation System - $20,000.00.
5. Improvements to Press Facilities - $30,000.00.
6. Glycol Storage Tank - $10,000.00.
7. Provision of Sun Screen, West Elevation Windows - $35,000.00.
8. Various Capital Replacements and Revisions for Central Utilities Plant - $72,000.00.
9. Addition of City Hall to CUP Building Automation System - $130,000.00.
10. Various Capital Replacements for City Hall - $54,000.00.
11. Teardown/Overhaul of Centravacs - CUP, City Hall and Public Library - $50,000.00.
12. Various Capital Revisions and Replacements for Hamilton Place - $61,000.00.

RECOMMENDATION Cont'd.

b) Commit an amount of approximately 10% of the estimated project cost for design and engineering services where applicable.

2) That the Audit and Finance Committee be requested to recommend the method of financing.

BACKGROUND

Since City Council has already approved the 1987-1991 Capital Budget Programme, the approval to tender all 1987 projects collectively will ensure immediate commencement of the work.

Respectfully submitted,

John T. Crane
Director
Copps Coliseum

attchm.

Treasury

3.4

1987-1991 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD H.E.C.F.I.

2. (a) PROJECT NUMBER 37001 + 38000 PAGE 30

(b) PROJECT NAME Copps Coliseum - Improvements to Home Team Dressing Room.

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.
- provision of mechanical and electrical finishing to same, ie. installation of drop ceiling.
- currently this room is not finished in terms of architectural, mechanical and electrical requirements.

4. (a) PROJECT STARTING DATE 1987

(b) PROJECT FINISHING DATE 1987

(c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED 1987

5. (a) GROSS COST OF PROJECT $ 50,000.00 — TO BE FINANCED FROM HECFI RESERVE ACCOUNTS

(b) SUBSIDIES AND OTHER RECEIPTS $ NIL

(c) CITY'S COST $ 50,000.00

6. (a) YEAR OF EXPENDITURE		NO. OF PERSON YEARS CREATED
- 1987	$ 25,000.00	0.02
- 1988	$ 25,000.00	0.02
- 1989	$	
- 1990	$	
- 1991	$	
- 1992 AND AFTER	$	

(b) TOTAL NUMBER OF PERSON YEARS CREATED 0.04

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT

8. ANNUAL OPERATING COST

DESCRIPTION	AMOUNT
Labour	$ NIL
Supplies	
Light, Heat, Etc.	
Other	
TOTAL	$ NIL

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION BY CAPITAL BUDGET COMMITTEE OR CITY COUNCIL

In the event of a sudden requirement for this space the necessary architectural, mechanical and electrical work would not be initiated.

Treasury

1987-1991 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD H.E.C.F.I.

2. (a) PROJECT NUMBER 37001 PAGE 30

(b) PROJECT NAME Copps Coliseum - Provision of Drinking Fountains, Rink Level.

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.
- supply and install all necessary fixtures and plumbing for the provision of four (4) drinking fountains on the Rink Level, ie. two (2) in Exhibition space and two (2) along south corridor.
- Copps Coliseum staff and event performers have expressed a need for drinking fountains on the Rink Level. Also the Health Department requires drinking fountains if we bring the public into these areas, which we do.

4. (a) PROJECT STARTING DATE 1987

(b) PROJECT FINISHING DATE 1987

(c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED 1987

5. (a) GROSS COST OF PROJECT $ 10,000.00

(b) SUBSIDIES AND OTHER RECEIPTS $ NIL — TO BE FINANCED FROM HECFI RESERVE ACCOUNTS

(c) CITY'S COST $ 10,000.00

6. (a) YEAR OF EXPENDITURE

		NO. OF PERSON YEARS CREATED
- 1987	$ 10,000.00	0.01
- 1988	$	
- 1989	$	
- 1990	$	
- 1991	$	
- 1992 AND AFTER	$	

(b) TOTAL NUMBER OF PERSON YEARS CREATED 0.01

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT

8. ANNUAL OPERATING COST

DESCRIPTION	AMOUNT
Labour	
Supplies	$ NIL
Light, Heat, Etc.	
Other	
TOTAL	$ NIL

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION BY CAPITAL BUDGET COMMITTEE OR CITY COUNCIL
Inconvenience to staff, performers and public.

1987-1991 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD H.E.C.F.I.

2. (a) PROJECT NUMBER

   (b) PROJECT NAME Copps Coliseum - Improvements Required For Occupation of Retail/Mall Area - Phase II, III, IV, & V

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.

   - See attached schedules for detail.

4. (a) PROJECT STARTING DATE 1987

   (b) PROJECT FINISHING DATE 1990

   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED 1987

		TO BE FINANCED BY CITY OF HAMILTON
5. (a) GROSS COST OF PROJECT	$ 1,521,000	
(b) SUBSIDIES AND OTHER RECEIPTS	$ NIL	
(c) CITY'S COST	$ 1,521,000	

		NO. OF PERSON YEARS CREATED
6. (a) YEAR OF EXPENDITURE - 1987	$ 250,000.00	120
- 1988	$ 424,000.00	203
- 1989	$ 424,000.00	203
- 1990	$ 423,000.00	202
- 1991	$ NIL	
- 1992 AND AFTER	$	
(b) TOTAL NUMBER OF PERSON YEARS CREATED		728

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT

8. ANNUAL OPERATING COST

DESCRIPTION		AMOUNT
Labour	annual maintenance of mechanical, electrical equipment	$ 60,000.00
Supplies		
Light, Heat, Etc.		
Other		
TOTAL		$ 60,000.00

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION BY CAPITAL BUDGET COMMITTEE OR CITY COUNCIL

   Retail space currently existing would not be suitable for tenant occupation.

COPPS COLISEUM
IMPROVEMENTS REQUIRED FOR OCCUPATION
OF RETAIL/MALL AREA

COPPS COLISEUM DESCRIPTION	1987	1988	1989	1990	1991	TOTAL 1987-1991
PHASE II - SOUTHWEST SECTION -Improvements, i.e. architectural, mechanical and electrical to unfinished raw space for prospective tenants. -At a minimum this space should be developed. -While this space has limited retail potential, it is suitable for commercial office use. -It would be hoped to re-locate both BASS and Volume Concession Services Inc. in this space as well as possibly the offices of the Hamilton Steelhawks Hockey Club.	$250,000.00	-	-	-	-	$250,000.00
PHASE III - NORTH END SECTION -Improvements, i.e. architectural mechanical and elec--trical to unfinished raw space for the area which has been		$424,000.00	-			$424,000.00

Cont'd.../2

COPPS COLISEUM DESCRIPTION	1987	1988	1989	1990	1991	TOTAL 1987-1991
PHASE III - Cont'd designated as the future Administrative Office area for an N.H.L. Hockey Team. -It is recommended that nothing be done with this space at this time since the development of this space will be done in conjunction with negotiations for an N.H.L. team. -It is difficult at this stage to estimate the capital cost to develop this space and when it will be required.						
PHASE IV - SOUTHEAST SECTION -Improvements, i.e. architectural, mechanical and electrical to unfinished raw space for a possible restaurant/ club in conjunction with the arrival of an N.H.L. team. -It is doubtful that anyone would want to develop a full restaurant in Copps Coliseum prior to there being an N.H.L. team playing in the facility. -The development of this space will most probably be done in conjunction with negotiations for an N.H.L. team.			$424,000.00	-		$424,000.00

Cont'd.../3

COPPS COLISEUM DESCRIPTION	1987	1988	1989	1990	1991	TOTAL 1987-1991
PHASE V - EAST END SECTION -Improvements, i.e. architectural, mechanical and electrical to unfinished raw space. -As with the space in Phase II, this space has limited retail and little or no commercial office potential. -Management does not feel that there is enough potential financial return to HECPI at this time to justify the capital cost to ready the space for use. -However, this space may have potential in four years once an N.H.L. team is in the facility and the remainder of Retail/Mall area is developed in Copps Coliseum.				$423,000.00	-	$423,000.00
TOTAL	$250,000.00	$424,000.00	$424,000.00	$423,000.00	$0.00	$1,521,000.00

1987-1991 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD H.E.C.F.I.

2. (a) PROJECT NUMBER 37001 PAGE 30

(b) PROJECT NAME Copps Coliseum - Conversion of Domestic Hot Water Generation System.

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.
- during summer months, the natural gas boilers must be operated to generate domestic hot water.
- it is being proposed that an electrical hot water system be installed during the summer period. This will result in increased efficiency and decreased wear on gas boilers.

4. (a) PROJECT STARTING DATE 1987

(b) PROJECT FINISHING DATE 1987

(c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED 1987

5. (a) GROSS COST OF PROJECT $ 20,000.00 — TO BE FINANCED FROM HECFI RESERVE ACCOUNTS

(b) SUBSIDIES AND OTHER RECEIPTS $ NIL

(c) CITY'S COST $ 20,000.00

6. (a) YEAR OF EXPENDITURE		NO. OF PERSON YEARS CREATED
- 1987	$ 20,000.00	0.02
- 1988	$	
- 1989	$	
- 1990	$	
- 1991	$	
- 1992 AND AFTER	$	

(b) TOTAL NUMBER OF PERSON YEARS CREATED 0.02

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT

8. ANNUAL OPERATING COST

DESCRIPTION		AMOUNT
Labour	ANNUAL MAINTENANCE	$1,500.00
Supplies		
Light, Heat, Etc.		
Other	ESTIMATED SAVINGS	(5,500.00)
TOTAL		$(4,000.00)

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION BY CAPITAL BUDGET COMMITTEE OR CITY COUNCIL
Generation of hot water will rely on natural gas boilers which is more costly during the summer months.

1987-1991 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD H.E.C.F.I.

2. (a) PROJECT NUMBER 37001 PAGE 30

(b) PROJECT NAME Copps Coliseum - Improvements to Media Facilities.

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.
- Improvements to Media Facilities in the form of
a) supply and installation of lighting track grid in Media Studio.
b) provision of architectural finishing for Media Studio, ie. carpet, ceiling
c) provision of skate resistant flooring along corridor to Media/Interview Rooms.
- This work will finish media area for future requirements.

4. (a) PROJECT STARTING DATE 1987

(b) PROJECT FINISHING DATE 1987

(c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED 1987

5. (a) GROSS COST OF PROJECT $ 30,000.00
(b) SUBSIDIES AND OTHER RECEIPTS $ NIL
(c) CITY'S COST $ 30,000.00

TO BE FINANCED FROM HECFI RESERVE ACCOUNTS

6. (a) YEAR OF EXPENDITURE		NO. OF PERSON YEARS CREATED
- 1987	$ 30,000.00	0.02
- 1988	$	
- 1989	$	
- 1990	$	
- 1991	$	
- 1992 AND AFTER	$	

(b) TOTAL NUMBER OF PERSON YEARS CREATED 0.02

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT

8. ANNUAL OPERATING COST

DESCRIPTION	AMOUNT
Labour	$ NIL
Supplies	
Light, Heat, Etc.	
Other	
TOTAL	$ NIL

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION BY CAPITAL BUDGET COMMITTEE OR CITY COUNCIL
Failing to finish this area at the present time will necessitate completion at a later date.

Treasury

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1987-1991 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD H.E.C.F.I.

2. (a) PROJECT NUMBER 37001 PAGE 30

(b) PROJECT NAME Copps Coliseum - Provision of Glycol Storage Tank.

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.
- supply and install holding tank in Rink Level ice making room for glycol storage.
- with this storage facility, glycol can be drained and held during system shut down.

4. (a) PROJECT STARTING DATE 1987

(b) PROJECT FINISHING DATE 1987

(c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED 1987

5. (a) GROSS COST OF PROJECT $ 10,000.00 — TO BE FINANCED FROM HECFI RESERVE ACCOUNTS

(b) SUBSIDIES AND OTHER RECEIPTS $ NIL

(c) CITY'S COST $ 10,000.00

6. (a) YEAR OF EXPENDITURE		NO. OF PERSON YEARS CREATED
- 1987	$ 10,000.00	0.01
- 1988	$	
- 1989	$	
- 1990	$	
- 1991	$	
- 1992 AND AFTER	$	

(b) TOTAL NUMBER OF PERSON YEARS CREATED 0.01

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT

8. ANNUAL OPERATING COST

DESCRIPTION	AMOUNT
Labour	$ NIL
Supplies	
Light, Heat, Etc.	
Other	
TOTAL	$ NIL

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION BY CAPITAL BUDGET COMMITTEE OR CITY COUNCIL
Without the proposed storage system, glycol would become contaminated and needlessly wasted if and when fluid is drained from ice making system.

1987-1991 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD H.E.C.F.I.

2. (a) PROJECT NUMBER 37001 PAGE 30

(b) PROJECT NAME Copps Coliseum - Provision of Sun Screen, West Elevation Windows.

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.
- provide sun screen in the form of mirrored reflecting film or drapery for west elevation windows.
- during the summer months the setting sun emits light rays which flood the west concourse making it difficult to achieve total blackout as required by performers.
- sun screens would also reduce the cooling load on the building.

4. (a) PROJECT STARTING DATE 1987

(b) PROJECT FINISHING DATE 1987

(c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED 1987

5. (a) GROSS COST OF PROJECT $ 35,000.00 — TO BE FINANCED FROM HECFI RESERVE ACCOUNTS

(b) SUBSIDIES AND OTHER RECEIPTS $ NIL

(c) CITY'S COST $ 35,000.00

6. (a) YEAR OF EXPENDITURE		NO. OF PERSON YEARS CREATED
- 1987	$ 35,000.00	0.03
- 1988	$	
- 1989	$	
- 1990	$	
- 1991	$	
- 1992 AND AFTER	$	

(b) TOTAL NUMBER OF PERSON YEARS CREATED 0.03

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT

8. ANNUAL OPERATING COST

DESCRIPTION	AMOUNT
Labour	$
Supplies	
Light, Heat, Etc.	
Other Estimated energy savings	(3,000.00)
TOTAL	$ (3,000.00)

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION BY CAPITAL BUDGET COMMITTEE OR CITY COUNCIL
Performer/patron discomfort during summer months would persist.

City of Hamilton
Treasury

1987-1991 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD H.E.C.F.I.

2. (a) PROJECT NUMBER 37201 PAGE 31

   (b) PROJECT NAME VARIOUS CAPITAL REPLACEMENTS AND REVISIONS FOR CENTRAL UTILITIES PLANT.

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.

SEE THE ATTACHED DETAIL

4. (a) PROJECT STARTING DATE 1987

   (b) PROJECT FINISHING DATE 1987

   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED 1987

5. (a) GROSS COST OF PROJECT $ 72,000.00

   (b) SUBSIDIES AND OTHER RECEIPTS $ NIL

   (c) CITY'S COST $ 72,000.00

6. (a) YEAR OF EXPENDITURE		NO. OF PERSON YEARS CREATED
- 1987	$ 72,000.00	0.11
- 1988	$	
- 1989	$	
- 1990	$	
- 1991	$	
- 1992 AND AFTER	$	

(b) TOTAL NUMBER OF PERSON YEARS CREATED 0.11

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT

8. ANNUAL OPERATING COST

DESCRIPTION	AMOUNT
Labour	$ 700.00
Supplies	
Light, Heat, Etc.	
Other	
TOTAL	$ 700.00

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION BY CAPITAL BUDGET COMMITTEE OR CITY COUNCIL

The ability to more accurately measure water consumption of user facilities.

Reduced performance of cooling system resulting in increased energy costs.

To prevent a loss of emergency power to the mechanical system in the event that the incoming power supply is interrupted.

CENTRAL UTILITIES PLANT
VARIOUS CAPITAL REPLACEMENTS
AND REVISIONS FOR C.U.P.

CENTRAL UTILITIES PLANT DESCRIPTION	1987	1988	1989	1990	1991	TOTAL 1987-1991
1. FLOW METER SYSTEM - HEATING AND COOLING WATER SYSTEMS -Supply and installation of stand alone metering system for Art Gallery, Hamilton Place H.C.C. and Ontario Gov't. Building heating and cooling water systems. -Proposed system is a stand alone, incorporating electronic digital display and capable of precisely measuring heating and cooling water consumption.	$32,000.00	-	-	-	-	$32,000.00
2. REPLACEMENT OF COOLING TOWER MEDIA -Media located within the exterior cooling tower requires replacement. This media consists of a wooden wet deck which over the years has deteriorated due to moisture absorption and algae growth. It is being proposed that this wet deck be replaced with a rubberized wooden deck which has a longer life span than the present installation.	$30,000.00	-	-	-	-	$30,000.00

Cont'd.../2

CENTRAL UTILITIES PLANT DESCRIPTION	1987	1988	1989	1990	1991	TOTAL 1987-1991
3. REPLACEMENT OF D.C. BATTERIES -The standby power supply for the main 13.8 KV feed to the CUP consists of direct current batteries -This standby power supply is utilized in the event of power interruption and ensures continual contact of mechanical equipment/system breakers. -This D.C. Battery power supply requires replacement. Expected life of battery is ten (10) years	$10,000.00	-	-	-	-	$10,000.00
	$72,000.00	$0.00	$0.00	$0.00	$0.00	$72,000.00

Treasury

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1987-1991 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD H. E. C. F. I.

2. (a) PROJECT NUMBER 37201 PAGE 31

(b) PROJECT NAME City Hall - Addition of City Hall to C. U. P. Building Automation System

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.
- supply and installation of all materials and labour necessary to provide field computer points for City Hall mechanical equipment/systems required to connect City Hall to C. U. P. Building Automation System.
- with the connection, all City Hall mechanical systems will be remotely monitored and controlled at the C. U. P. allowing for a more efficient and effective operation.

4. (a) PROJECT STARTING DATE 1987

(b) PROJECT FINISHING DATE 1987

(c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED 1987

5. (a) GROSS COST OF PROJECT $ 130,000.00

(b) SUBSIDIES AND OTHER RECEIPTS $ NIL

(c) CITY'S COST $ 130,000.00

6. (a) YEAR OF EXPENDITURE

		NO. OF PERSON YEARS CREATED
- 1987	$ 130,000.00	0.30
- 1988	$	
- 1989	$	
- 1990	$	
- 1991	$	
- 1992 AND AFTER	$	

(b) TOTAL NUMBER OF PERSON YEARS CREATED 0.30

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT

8. ANNUAL OPERATING COST

DESCRIPTION		AMOUNT
Labour		
Supplies	annual maintenance/upkeep	$ 5,000.00
Light, Heat, Etc.	savings in energy cost anticipated	(25,000.00)
Other		
TOTAL	estimated savings	$ (20,000.00)

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION BY CAPITAL BUDGET COMMITTEE OR CITY COUNCIL

Manual control and operation of City Hall mechanical systems from City Hall resulting in increased operational and personnel costs.

City of Hamilton
Treasury

1987-1991 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD H.E.C.F.I.

2. (a) PROJECT NUMBER 37201 - 38201 - 39201 - PAGE 31

   (b) PROJECT NAME VARIOUS CAPITAL REPLACEMENTS FOR CITY HALL

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.

   SEE THE ATTACHED DETAIL.

4. (a) PROJECT STARTING DATE 1987

   (b) PROJECT FINISHING DATE 1989

   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED 1987

5. (a) GROSS COST OF PROJECT $ 119,000

   (b) SUBSIDIES AND OTHER RECEIPTS $ NIL

   (c) CITY'S COST $ 119,000

6. (a) YEAR OF EXPENDITURE		NO. OF PERSON YEARS CREATED
- 1987	$ 54,000	0.09
- 1988	$ 30,000	0.05
- 1989	$ 35,000	0.05
- 1990	$	
- 1991	$	
- 1992 AND AFTER	$	

(b) TOTAL NUMBER OF PERSON YEARS CREATED 0.19

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT

8. ANNUAL OPERATING COST

DESCRIPTION	AMOUNT
Labour, MAINTENANCE	$ 3,000
Supplies	
Light, Heat, Etc.	
Other	
TOTAL	$ 3,000

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION BY CAPITAL BUDGET COMMITTEE OR CITY COUNCIL

- Failing to replace MCC Panels would result in loss of mechanical system services due to inability to repair existing panels, extended equipment down time.
- Unsafe operating conditions.

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CENTRAL UTILITIES PLANT
VARIOUS CAPITAL REPLACEMENTS
AND REVISIONS FOR C.U.P.

CITY HALL DESCRIPTION	1987	1988	1989	1990	1991	TOTAL 1987-1991
1. REPLACEMENT OF MOTOR CONTROL CENTRE (MCC) PANELS -Supply and installation of new motor control centre (MCC) Panels for mechanical equipment operation - the existing MCC Panels are over twenty years old and replacement parts are not obtainable. -It is being proposed that these panels be replaced over a three year programme period	$25,000.00	$30,000.00	$35,000.00	-	-	$90,000.00
2. REPLACEMENT OF BOILER STACKS -The exterior boiler stacks servicing the City Hall Boiler Plant require relining and refurbishing. -These stacks are the original units and over the years have deteriorated to the point where replacement is now required.	$15,000.00	-	-	-	-	$15,000.00

Cont'd.../2

CITY HALL DESCRIPTION	1987	1988	1989	1990	1991	TOTAL 1987-1991
3. REPLACEMENT OF TRANSFER SWITCHES -Supply all materials and labour necessary to replace electrical transfer switches in City Hall. These switches transfer power supply from the main power feed to emergency diesel power in the event of power failure/ interruption. -The existing system is old and replacement parts are difficult to obtain, frequency of malfunctions of this switch gear is steadily increasing.	$14,000.00	-	-	-	-	$14,000.00
TOTAL	$54,000.00	$30,000.00	$35,000.00	$0.00	$0.00	$119,000.00

1987-1991 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD H. E. C. F. I.

2. (a) PROJECT NUMBER 30201 - 38201 - 39201 - PAGE 31

(b) PROJECT NAME Central Utilities Plant, City Hall, Public Library-Teardown/Overhaul of Centravacs

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.
-bearing inspection/replacement and general overhaul of Trane Centravacs located in the Central Utilities Plant, City Hall and Public Library.
- Manufacturer recommends this maintenance be undertaken every 7 to 10 years. Five (5) of the seven (7) machines have reached this stage. Also, oil analysis has indicated high tin levels which indicates bearing wear.

4. (a) PROJECT STARTING DATE 1987

(b) PROJECT FINISHING DATE 1990

(c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED

5. (a) GROSS COST OF PROJECT $ 180,000.00

(b) SUBSIDIES AND OTHER RECEIPTS $ NIL

(c) CITY'S COST $ 180,000.00

6. (a) YEAR OF EXPENDITURE

		NO. OF PERSON YEARS CREATED
- 1987	$ 50,000.00	0.04
- 1988	$ 54,000.00	0.04
- 1989	$ 52,000.00	0.04
- 1990	$ 24,000.00	0.02
- 1991	$	
- 1992 AND AFTER	$	

(b) TOTAL NUMBER OF PERSON YEARS CREATED 0.14

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT

8. ANNUAL OPERATING COST

DESCRIPTION	AMOUNT
Labour	
Supplies annual preventive maintenance	$ 10,000.00
Light, Heat, Etc.	
Other	
TOTAL	$ 10,000.00

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION BY CAPITAL BUDGET COMMITTEE OR CITY COUNCIL
Risk of bearing failure which could result in repairs exceeding this preventive maintenance cost three fold. Also, unscheduled down time during cooling season resulting in unacceptable comfort conditions for building patrons/staff.

City of Hamilton
Treasury

1987-1991 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD H.E.C.F.I.

2. (a) PROJECT NUMBER 37201-38201- PAGE 31

   (b) PROJECT NAME VARIOUS CAPITAL REVISIONS AND REPLACEMENTS FOR HAMILTON PLACE.

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.

   SEE ATTACHED DETAIL

4. (a) PROJECT STARTING DATE 1987

   (b) PROJECT FINISHING DATE 1988

   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED 1987

5. (a) GROSS COST OF PROJECT $ 86,000

   (b) SUBSIDIES AND OTHER RECEIPTS $ NIL

   (c) CITY'S COST $ 86,000

6. (a) YEAR OF EXPENDITURE		NO. OF PERSON YEARS CREATED
- 1987	$ 61,000	0.11
- 1988	$ 25,000	0.02
- 1989	$	
- 1990	$	
- 1991	$	
- 1992 AND AFTER	$	

   (b) TOTAL NUMBER OF PERSON YEARS CREATED 0.13

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT

8. ANNUAL OPERATING COST

DESCRIPTION	AMOUNT
Labour)	$ 3,000
Supplies	
Light, Heat, Etc.	
Other	
TOTAL	$ 3,000

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION BY CAPITAL BUDGET COMMITTEE OR CITY COUNCIL

   - The potential for complete power outages.
   - Increased difficulty in obtaining and maintaining air volume requirements resulting in an inefficient use of energy and increased patron/staff discomfort.

CENTRAL UTILITIES PLANT
VARIOUS CAPITAL REPLACEMENTS
AND REVISIONS FOR C.U.P.

HAMILTON PLACE DESCRIPTION	1987	1988	1989	1990	1991	TOTAL 1987-1991
1. ADDITIONAL 13.8 KV POWER SUPPLY FOR HAMILTON PLACE -Supply and install all materials, equipment and labour necessary to provide an additional 13.8 KV power supply feed to Hamilton Place -This additional feed would be utilized in emergencies should the main feed to Hamilton Place be lost -Hamilton Place is the only building operated by the CUP which does not have an auxiliary power feed	$50,000.00	-	-	-	-	$50,000.00
2. CONVERT MECHANICAL TRIP BREAKERS TO STATIC (ELECTRONIC) TRIP -Supply and installation of all necessary materials and labour to convert mechanical trip breakers on the main power supply feed to static trip devices -The existing breakers are old, resulting in an increase of malfunctions; replacement parts are difficult to obtain	$11,000.00	-	-	-	-	$11,000.00

Cont'd.../2

HAMILTON PLACE DESCRIPTION	1987	1988	1989	1990	1991	TOTAL 1987-1991
3. REPLACE/MODIFY SUPPLY AND RETURN AIR FAN SYSTEM DAMPERS -Supply and installation of all materials and labour necessary to replace and modify supply and return air fan system dampers. -Over the years these dampers and working parts have become worn and now require replacement. -Because of wear, dampers cannot be adjusted to suit air volume requirements	-	$25,000.00	-	-	-	$25,000.00
TOTAL	$61,000.00	$25,000.00	$0.00	$0.00	$0.00	$86,000.00

CENTRAL UTILITIES PLANT - MAINTENANCE VAN - ACCEPTANCE OF TENDER

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel 416/526-4450

MEMORANDUM

FOR ACTION: [X] **FOR INFORMATION:** [ ]

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary
Audit and Finance Committee, Attn. Mrs. J. Mills, Secretary

COPIES TO: Mr. B. Conacher
Mr. J. Leuser

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1987 February 9

SUBJECT: CENTRAL UTILITIES PLANT - Maintenance Van - Acceptance of Tender.

RECOMMENDATION:

That 1) The tender submitted by Johnston Motors Leasing, Hamilton, in the total amount of $288.90 monthly for the leasing of a maintenance van be accepted.

2) The Audit and Finance Committee recommend the method of financing.

BACKGROUND:

Tenders were requested by the Director of Purchasing for the supply of one cargo van for the Maintenance division of the Central Utilities Plant. The bidders were requested to provide three alternative pricing arrangements, ie.

OPTION A) Total outright purchase; maintenance our responsibility.

B) Lease 36 month term with buy out option; maintenance our responsibility.

C) Lease 36 month term with buy out option; maintenance their responsibility.

Attached please find Tender Analysis dated 1987 January 28.

In analyzing the bids received, it can be concluded that Option A, ie. outright purchase will result in the lowest total cost incurred. However, this option requires an initial capital cost which exceeds the budget appropriation. Arrangement C, ie. lease with maintenance their responsibility, is the most costly option available and in my opinion does not justify consideration because of the monthly maintenance fee. Arrangement B, ie. lease with maintenance our responsibility is affordable in terms of budget appropriation, however, maintenance costs will be incurred. I recommend that consideration be given to pricing option B.

Johnston Motors Leasing submitted the lowest bid for option B, ie. $288.90 per month all taxes included, licence fee extra, with buy out option of $4,400.00 including taxes. This bid translates into a total cost of $14,800.40 if the buy out option is exercised after the 36 month leasing period. Costs such as maintenance, gasoline, licence fees and insurance fees would be additional.

It is my recommendation that the bid submitted by Johnston Motors Leasing be accepted for the option B pricing arrangement.

Account No. 0360-0581 has been established in the 1987 Operating Budget for the C.U.P. for this purpose.

Respectfully submitted,

John T. Crane
Director
Copps Coliseum

attchms.

TENDER ANALYSIS - JANUARY 28, 1987

SUPPLY & DELIVERY OF ONE (1) CARGO VAN, COPPS COLISEUM

SUPPLIER	MAKE & MODEL	DELIVERY	PART A TOTAL PURCHASE PRICE, LICENSE FEE EXTRA	PART B LEASE 36 MONTHS MAINTENANCE OUR RESPONSIBILITY PER MONTH	BUY OUT	PART C LEASE 36 MONTHS MAINTENANCE THEIR RESPONSIBILITY PER MONTH	BUY OUT
				+ 7% PST		+ 7% PST	
Nethercott Chevrolet Oldsmobile, Burlington	GM EFI V/6	8 weeks	$11,249.98	$316.11	$4,600	Did not bid	
				#15,670.96			
Queenston Chev Olds Hamilton, Ontario	Chev CG1005 V/6	9 weeks	11,495.52	298.53	Relative to time of del.	Did not bid	
Carter GM Truck Centre Hamilton, Ontario	Chev CG1105	8-10 weeks	11,759.30	291.20	4,980	$338.33	$4,980
				#14,414.20		#17,150.86	
George Lent Motors Grimsby, Ontario	Dodge B150 6 cyl.	90 days	11,944.41	319.93	3,975	Did not bid	
				#15,172.18			
Taylor Chrysler Dodge Hamilton, Ontario	Dodge B1L11 6 cyl.	April-week 3	11,952.97	303.88	4,109	346.68	4,109
				#15,048.67		#16,589.11	
Bay King Motors Hamilton, Ontario	Dodge B150 6 cyl.	60 days	12,222.61	293.80	5,800	325.90	N A
				#14,574.86			
Holland Chevrolet Oldsmobile, Burlington	Chev CG1105 V8	10 weeks	12,430.67	269.06	6,500	285.11	6,500
				#14,[illegible].16		#16,[illegible].94	

Continued....2

SUPPLIER	MAKE & MODEL	DELIVERY	PART A TOTAL PURCHASE PRICE, LICENSE FEE EXTRA	PART B LEASE 36 MONTHS MAINTENANCE OUR RESPONSIBILITY PER MONTH + 7% PST	BUY OUT + 7% PST	PART C LEASE 36 MONTHS MAINTENANCE THEIR RESPONSIBILITY PER MONTH + 7% PST	BUY OUT + 7% PST
Fairview Chrysler Dodge Burlington, Ontario	Dodge RIL11 Slant 6	6-8 weeks	12,470.85	302.81 #[illegible]	5,337	388.41 #[illegible]	5,337
Snowdon Ford Sales Ltd. Burlington, Ontario	E150 6 cyl.	5 weeks	12,720.16	322.80 #[illegible]	3,450	Did not bid	
Hamilton Motor Products Hamilton, Ontario	GMC TG11055 V/6	10-12 weeks	12,747.98	324.79 #[illegible]	5,100	538.79 #[illegible]	5,100
Eastgate Ford Sales Hamilton, Ontario	Ford Econoline	ASAP	12,831.44	389.69 #[illegible]	5,248.82	469.94 #[illegible]	5,248.82
Mohawk Ford Sales Ltd. Hamilton, Ontario	Ford E150	6-8 weeks	12,913.11	312.57 #[illegible]	5,874	Did not bid	
Robert Slessor Pontiac Buick, Grimsby	GMC TG11005 V/6	6-8 weeks	13,214.50	340.59 #[illegible]	4,600	Did not bid	
Johnston Motors Leasing Hamilton, Ontario	Dodge B150	60 days	Did not bid	288.90 #[illegible]	4,400	Did not bid	

OFFICIALS IN ATTENDANCE - S. Collins, Alderman
E. A. Simpson, City Clerk
T. Bradley, Director of Purchasing

HANDICAPPED PATRONS/CONCESSIONS - CONDIMENTS

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton Ontario
Canada L8R 3L4

Tel 416/526-4450

M E M O R A N D U M

FOR ACTION: [ ] **FOR INFORMATION:** [X]

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary

COPIES TO: Mr. B. Conacher

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1987 February 17

SUBJECT: Handicapped Patrons/Concessions - Condiments

RECOMMENDATION:

For information only.

M E M O R A N D U M from

COPPS COLISEUM

BACKGROUND:

Alderman Gallagher advised the committee that he has had a request from a handicapped person in a wheelchair that he cannot reach the condiments for hot dogs while at the Coliseum. The attached letter from Volume Concession Services addresses this concern.

Yours very truly,

John T. Crane
Director
Copps Coliseum

attchm.

VOLUME CONCESSION SERVICES INC.

M E M O

TO: John Crane, Director, Copps Coliseum

FROM: Bruce Smith, General Manager, Volume Concession Services

RE: Disabled Persons

DATE: 1987 02 01

Providing proper food service to the disabled is an important concern. Our service stands set in accordance with the requirements of an average adult, may create difficulties for an individual in a wheelchair; in as far as reaching condiments, etc.

Effective immediately, concession stands will contain individual condiments that can be presented to a patron; who may have subsequent trouble reaching the existing stands. As not to offend the guest, the cashier will first ask the patron if he does, indeed require assistance, and if so, the cashier will offer the individual condiments.

Bruce Smith

CT

c.c. Steve Denny

COPPS COLISEUM
101 YORK BLVD., HAMILTON, ONTARIO L8R 3L4 TELEPHONE: (416) 521-0323

USE OF COPPS COLISEUM BY MINOR HOCKEY ASSOCIATION

Copps Coliseum
Victor K. Copps
Trade Centre Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel: 416 525 4400

MEMORANDUM

FOR ACTION: [ ] FOR INFORMATION: [X]

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary

COPIES TO: Mr. B. Conacher

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1987 February 17

SUBJECT: Use of Copps Coliseum by Minor Hockey Association

RECOMMENDATION:

For information only.

M E M O R A N D U M from

COPPS COLISEUM

BACKGROUND:

A motion was approved before the Copps Coliseum Committee on 1986 April 8 to set aside one free day a year for minor hockey championships. It was suggested that the Director of Copps Coliseum contact the Culture and Recreation Department for them to determine what day(s) and time(s) they require for this event to take place.

Copies of the correspondence between the Director of Copps Coliseum and the Director of the Culture and Recreation Department are attached for the committee's information.

Saturday, April 11, 1987 has been set aside for the event and the Director of Copps Coliseum is awaiting a schedule of the teams and times from the Culture and Recreation Department.

Yours very truly,

John T. Crane
Director
Copps Coliseum

attchm.

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel 416/526-4450

1987 February 10

Miss Audell Schimmel
Director of Culture and Recreation
City Hall
Hamilton, Ontario

Dear Miss Schimmel:

Thank you for your letter of 1987 February 6 advising of setting aside either April 11 or 12 for minor hockey championships to be held at Copps Coliseum.

Saturday, April 11 has been set aside for the event and I would ask that your department commence setting up a schedule of teams and times. Following completion of this schedule, I would further ask that a copy be forwarded to my attention in order that I may inform our Events Staff to ensure a smooth-running and successful day for all concerned.

I look forward to hearing from you in the near future.

Yours very truly,
COPPS COLISEUM

John T. Crane
Director

JTC:ls
cc's to: Mr. B. Conacher
Managing Director/CEO, HECFI

Mr. J. Tsao
Marketing Representative, Copps Coliseum

Mr. B. Calder
Manager of Plant and Building Operations, Copps Coliseum

Mr. J. Elder
Events Manager, Copps Coliseum

THE CORPORATION OF THE CITY OF HAMILTON
City Hall, 71 Main Street West, Hamilton, Ontario L8N 3T4

1987, February 6

Mr. John Crane
Copps Coliseum

Dear John:

Thank you for your letter of 1987, January 29th, advising that H.E.C.F.I. has set aside one free day per year whereby minor hockey championships could be played at Copps Coliseum.

Your suggestion that this might occur during minor hockey week (this year January 12 - 24th) is appreciated, but we would prefer, as an alternative the use of the Coliseum for one day of our hockey championships, either April 11 or 12th.

If this is at all possible we believe it would have a much higher profile within the hockey community, and add great prestige to the final championships.

I trust this alternative proposal will receive your favourable consideration.

Sincerely yours,

(Miss) Audell Schimmel,
DIRECTOR OF CULTURE & RECREATION

AS:mp

c.c. R. Sugden

FREE PUBLIC SKATING

Copps Coliseum
Victor K. Copps
Trade Centre Arena

MEMORANDUM

FOR ACTION: [ ] FOR INFORMATION: [X]

TO: Copps Coliseum Committee, Attn. Ms. L. Stewart, Secretary

COPIES TO: Mr. B. Conacher

FROM: Mr. John T. Crane
Director
Copps Coliseum

DATE: 1987 February 17

SUBJECT: Free Public Skating

RECOMMENDATION:

For information only.

M E M O R A N D U M from

COPPS COLISEUM

BACKGROUND:

Alderman Brian Hinkley, Chairman of the HECFI Board of Directors asked at the Copps Coliseum Committee meeting of February 3, 1987 to prepare a report on what the cost would be to hold public skating at Copps Coliseum one day a month for a duration of four hours. The following is a breakdown of the cost for such an event.

Zamboni Operator (1)	5 hours X $16.00 =	$ 80.00
Rink Attendants (2)	5 hours X 5.20 X 2 =	$ 52.00
Ice Patrol Supervisors (2)	5 hours X 5.20 X 2 =	$ 52.00
Security (Building) (2)	5 hours X 7.00 X 2 =	$ 70.00
Lighting	Minimum levels	$100.00
Cleaning (2)	5 hours X 7.50 X 2 =	$ 75.00
Recorded Music (1)	5 hours X 5.20 X 0 =	$ 52.00
TOTAL		$481.00

Respectfully submitted,

John T. Crane
Director
Copps Coliseum

STATUS REPORT ON CONFIRMED EVENTS AT COPPS COLISEUM - MARCH TO JUNE, 1987

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416.527-7900

REPORT TO COPPS COLISEUM COMMITTEE

REPORT TO : Copps Coliseum Committee

FROM : Joe Tsao, Sales Executive
Copps Coliseum

DATE : February 18, 1987

RE : **Status Report on Confirmed Events at Copps Coliseum - March to June, 1987**

March, 1987

19 Confirmed Events:

1. Steelhawks Regular Season Games - March 1st, 12th and 15th
2. "Hockey Legends : Leaf Alumni vs. Tim Horton All-Stars" - March 3rd
3. "Alice Cooper" concert - March 4th
4. "Budweiser Arenacross" - March 10th
5. "Relive the Dream - Team Canada '72 vs Team Russia '72" - March 13th
6. "Second Annual M.S. Skate-A-Thon" - March 14th
7. "Walt Disneys' World On Ice" - March 17th to 22nd, 10 performances
8. "Wrestlemania III" - March 29th

.../2

April, 1987

2 Confirmed Events:

1. "Waylon Jennings/George Jones" concert - April 4th

2. "The Super Fight" closed-circuit TV boxing - April 6th

May, 1987

0 Confirmed Events:

June, 1987

0 Confirmed Events:

Joe Tsao
Sales Executive

JT/rjw

cc: Mr. B. Conacher, Managing Director/Chief Executive Officer, HECFI
Mr. J. Crane, Director, Copps Coliseum

REPORT BY THE DIRECTOR OF COPPS COLISEUM

Copps Coliseum
Victor K. Copps
Trade Centre Arena

101 York Boulevard
Hamilton Ontario
Canada L8R 3L4

Tel. 416 527-7900

1987 February 17

REPORT BY THE DIRECTOR OF COPPS COLISEUM

5.1 Events

The Battle of the Monster Trucks moved into the Coliseum on Friday, February 6 and Saturday, February 7, 1987. The event was a real success with approximately 7,000 patrons for the Friday show and 15,000 patrons for the Saturday show. It is absolutely amazing the size of the equipment and the amount of money spent to develop these trucks for such events, ie. the size of tires in some cases is 10' in diameter and weighs up to four tons.

The Hamilton Spectator Indoor Games took place at the Coliseum on Friday, February 13, 1987. This was an all-day event with the local high schools and colleges competing during the day and the main event, featuring Ben Johnson and Angela Taylor in the evening. Both Mr. Johnson, the fastest fifty meter runner in the world and Miss Taylor won their respective events. There were approximately 9,000 patrons in attendance, however, the down side from the promoter's point of view was that almost one-half of the tickets released were complimentary and that is not good for any event.

Moscamania II returned to the Coliseum on Sunday, February 15, 1987. There were approximately 3,000 patrons in the building which was poor, considering the first event which had 11,000 patrons in attendance. I thought the match itself was dull from the announcer to the wrestlers who did not exert much excitement and give the fans much to cheer about. I believe Mr. Mosca will have to do much more in the way of promotion, quality of wrestlers, etc. if he intends to compete with the World Wrestling Federation in future wrestling matches at the Coliseum.

The Hamilton Steelhawks are rolling right along and are in first place by three points over North Bay in their division. They are continuing to play an exciting brand of hockey which will lead them into the playoffs and possibly the Memorial Cup.

Continued /2 ...

5.2 Technical

The new signage is now installed over the Bay Street doors and shows a tremendous improvement over the original signage which was relocated over the exit doors on the south side of the plaza level. The new signage is much larger with bold lettering and logo which can be seen from quite a distance, particularly driving down York Boulevard.

A contract for the expansion of the Administrative Offices was awarded to Kemp Construction by the HECFI Board of Directors at its meeting of February 13, 1987. The cost of this project is one hundred and thirty-six thousand, six hundred dollars ($136,600.00). This amount will cover the cost of providing mechanical services to approximately four thousand square feet of space on the north side retail mall of the Coliseum, and completely finishing approximately twenty-five hundred square feet which will encompass a mail room and two adjacent offices.

The completion of the private boxes is in progress and on schedule. Completion date as previously stated is 1987 April 1.

5.3 Other Business

The beer garden on the west concourse and rink level, north side (trade centre space) opened for business on 1987 February 5 during the Steelhawks hockey game. It was also Mardi Gras Night at the Coliseum along with other activities in conjunction with the hockey game and everyone of the 6,000 patrons had a good time. I might add that we did very well on selling food and beverage on that particular night.

The track which is used to hold the Spectator Indoor Games and owned by Maple Leaf Gardens has apparently been sold to the Ontario Track and Field Association. We had read in the newspaper that the track was for sale and was preparing to inspect its condition and make a price determination with regards to the possibility of purchasing same, however, it just did not come about.

Respectfully submitted,

John T. Crane
Director
Copps Coliseum

5.1.1 Copps Coliseum Committee Minutes of February 3, 1987

MINUTES OF FEBRUARY 3, 1987

COPPS COLISEUM COMMITTEE

Tuesday, February 3, 1987
12:00 NOON
Copps Coliseum Board Room

PRESENT: Alderman T. Murray, Chairman
Mr. D. Beattie, Vice-Chairman
Mr. W. McFarland
Alderman J. Gallagher
Mr. D. Braley
Mr. T. Casey

ALSO PRESENT: Mr. B. Conacher
Mr. J. Crane
Mr. J. Leuser
Mr. F. Bogden
Alderman B. Hinkley, Chairman, HECFI
Ms. L. Stewart, Secretary

The Chairman called the meeting to order at 1:30 p.m.

In Camera Session

MOVED by Mr. Braley, seconded by Alderman Gallagher that

THE COPPS COLISEUM COMMITTEE MEET IN CAMERA ON THE FOLLOWING ITEMS.

MOTION CARRIED.

The following motions were carried during the In Camera Session:

THAT THE IN CAMERA MINUTES OF JANUARY 12, 1986, BE APPROVED.

THAT THE REPORT ENTITLED STATUS REPORT ON TENTATIVE HOLDS AT COPPS COLISEUM - FEBRUARY TO MAY 1987, AS SUBMITTED BY THE DIRECTOR OF MARKETING, BE RECEIVED FOR INFORMATION.

THAT THE COPPS COLISEUM EVENT REVENUE REPORT - DECEMBER 1986, AS SUBMITTED, BE RECEIVED FOR INFORMATION.

THAT THE REPORT ENTITLED FIRST DRAFT 1987 HECFI MARKETING PLAN - COPPS COLISEUM, AS SUBMITTED BY THE DIRECTOR OF MARKETING, BE RECEIVED FOR INFORMATION, AND THE COMMENTS AND RECOMMENDATIONS MADE BY THIS COMMITTEE BE CONSIDERED BY THE DIRECTOR OF MARKETING WHEN HE REWRITES THE PLAN.

THAT ONE (1) ELECTRICAL/ELECTRONIC TECHNICIAN BE HIRED AT SALARY SCHEDULE M-17 TO PERFORM EVENT AND MAINTENANCE DUTIES AT COPPS COLISEUM AND THE CENTRAL UTILITIES PLANT AND THAT ONE (1) MAINTENANCE MAN III

POSITION, SALARY SCHEDULE M-11 PRESENTLY EXISTING AND VACANT, BE DELETED FROM STAFFING REQUIREMENTS AT COPPS COLISEUM AND THE CENTRAL UTILITIES PLANT, AND THAT THE NEW POSITION OF ELECTRICAL/ELECTRONIC TECHNICIAN BE POSTED AND FILLED WITHOUT DELAY.

THAT THE IN CAMERA SESSION BE ADJOURNED.

1. Minutes of January 12, 1987

MOVED by Alderman Gallagher, seconded by Mr. Beattie that

THE MINUTES OF JANUARY 12, 1987, BE APPROVED.

MOTION CARRIED.

Mr. Braley did not vote on this motion as he was not in attendance at the 1987 January 12 meeting..

Alderman Gallagher asked if anything has been done with respect to Item 7.2 of the minutes from January 12, 1987 meeting. The item involves wheelchair patrons not being able to reach the condiments for hot dogs while attending events at Copps Coliseum. The Director of Copps Coliseum advised that he has talked to VSI and they are looking at a solution to this problem.

2. Business Arising From the Minutes

2.1 Copps Coliseum - Interior Art Work

Mr. Norm Marshall was invited to speak to the committee on this subject and following his verbal presentation it was

MOVED by Alderman Gallagher, seconded by Mr. Braley that

APPROVAL BE GIVEN TO THE CONCEPT OF A WALL OF FAME AS PROPOSED BY THE COPPS COLISEUM "WALL OF FAME" COMMITTEE, AND THAT APPROVAL BE GRANTED TO TENDER FOR THE PURCHASE OF FIFTY (50) WALL HANGINGS (28" x 20") AT A COST OF APPROXIMATELY $15,530.00 NOT INCLUDING FEDERAL AND PROVINCIAL SALES TAXES, AND THAT AN AMOUNT OF $50,000.00 BE APPROVED FOR THE INSTALLATION OF THE WALL HANGINGS, AND THAT THE AUDIT AND FINANCE COMMITTEE DETERMINE THE METHOD OF FINANCING.

MOTION CARRIED.

3. Marketing

3.1 Status Report on Confirmed Events at Copps Coliseum - February to May 1987

MOVED by Mr. McFarland, seconded by Mr. Casey that

THE STATUS REPORT ON CONFIRMED EVENTS AT COPPS COLISEUM - FEBRUARY TO MAY 1987, BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

4. Capital Requests

4.1 Copps Coliseum - Service Agreement for Examination and Maintenance of Elevating Devices

MOVED by Alderman Gallagher, seconded by Mr. Casey that

THE SERVICE AGREEMENT SUBMITTED BY MONTGOMERY KONE ELEVATOR CO. LTD. FOR COMPLETE MAINTENANCE ON ELEVATING DEVICES LOCATED WITHIN COPPS COLISEUM BE ACCEPTED, AND THAT A PURCHASE ORDER BE ISSUED TO MONTGOMERY KONE AT THE MONTHLY RATE OF $1,533.00 FOR THE TERM COMMENCING 1986 DECEMBER 1 AND TERMINATING 1987 DECEMBER 1.

MOTION CARRIED.

5. Report by the Director of Copps Coliseum

Alderman Gallagher commended the Director on his report. He further stated that he wished to extend his thanks and appreciation on behalf of the Winterfest Committee to the Director of Copps Coliseum, Mr. John Elder, Mr. Dave Kelly and all part-time staff for the efficient and excellent job they performed for the Winterfest events held at Copps Coliseum. He also wanted to extend his thanks and appreciation on behalf of the Winterfest Committee to Mr. Bruce Smith and his staff for an excellent job.

MOVED by Mr. Braley, seconded by Alderman Gallagher that

THE REPORT BY THE DIRECTOR OF COPPS COLISEUM BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

6. Other Business

6.1 Maple Leaf Gardens Track

The Director of Copps Coliseum mentioned that he has

written a letter to the Mayor as directed by the Managing Director/CEO, advising that the track will be delivered to Copps Coliseum next week at which time the condition of the track will be evaluated and a price determination made.

6.2 Free Public Skating

Alderman Hinkley inquired about the price to open up the Coliseum one day a month for free public skating, during the winter months. He further advised that this facility will not have to absorb the costs as he will approach City Council with this idea. The Secretary was advised to place this item on the next Copps Coliseum Committee agenda under Unfinished Business.

6.3 NHL Public Awareness

The Chairman suggested that perhaps a grassroots movement could be established to spark public interest in obtaining an NHL team by means of promotion. He suggested that buttons and t-shirts could be sold.

7. Date of Next Meeting

The Chairman informed the committee members that the standing date for the Copps Coliseum Committee will be the fourth Wednesday of each month at 11:00 a.m.

The next meeting of the committee will be held Wednesday, February 25, 1987 at 11:00 a.m.

Mr. Casey informed the Chairman that he meets with the Building Trades Council every Wednesday morning from 9:00 a.m. to 12:00 noon and this new standing date poses a problem for him.

8. Adjournment

MOVED by Mr. Casey, seconded by Mr. Beattie that

THE MEETING ADJOURN AT 2:25 p.m.

MOTION CARRIED.

Alderman T. Murray, Chairman Leslee Stewart, Secretary

5.2 Hamilton Convention Centre Committee Second Report

REPORT TO THE BOARD OF DIRECTORS, HECFI
FROM THE HAMILTON CONVENTION CENTRE COMMITTEE MEETING
OF FEBRUARY 27, 1987

The Hamilton Convention Centre Committee presents its **SECOND REPORT** for 1987, with the following items given for **information:-**

1. Director's Report - January 1987

The Director, HCC, presented his report, a copy of which is attached as **Appendix "A"** and this was received for information.

2. Client Evaluations

These were received for information.

3. Finance/Administration Division, HECFI

(a) Unaudited Operating Results for the Year ended December 31 1987

(b) Financial Results for the Month of January 1987

The above reports, presented by the Director, Finance/Administration, were both approved to be forwarded to the Board of Directors.

Board members will note that these reports are included in the Report of the Audit and Finance Committee.

4. Information Package

A more comprehensive Information Package relating to the operation of the Facility was distributed by the Secretary, and accepted for information.

5. Tour of the Building

The Director informed the members present that he would be pleased to arrange a tour of the building at their convenience.

6. Date of next regular meeting

It was agreed that, as there would not be a quorum available on the next regularly scheduled meeting date, the Committee would hold its next regular meeting on Friday, February 20, 1987. The members also agreed that they would accept a verbal report from the Director, Finance/Administration on this occasion.

Respectfully submitted,

Terry E. Yates, Chairman
Hamilton Convention Centre Committee

B. Goddard

B. Goddard, Secretary

APPENDIX "A"
to SECOND REPORT
of HCC COMMITTEE

HAMILTON CONVENTION CENTRE

REPORT TO THE HAMILTON CONVENTION CENTRE COMMITTEE
FROM THE DIRECTOR
FOR THE MONTH OF JANUARY, 1987

February 20, 1987

INTRODUCTION:

January 1987 was the best January ever, in that revenue of $142,000 was received for a budget of $119,000. This was 3% over the actual revenue for 1986.

FUTURE SALES:

Future Sales for January were $343,000 compared to sales of $428,000 for the same month last year. There is approximately $1.4 million on the books for the remainder of 1987 and this should increase in the next few months.

OPERATIONS:

Large events during January were the Leeds Bridal Show (3,000) Hamilton Ukrainian Canadian Professional and Businessmen's Club (325) Hamilton Board of Education Technical Showcase (2,000) Ad and Sales Club Dinner (400) Hamilton Academy of Medicine (350) and the Ontario Arena Association (300).

The number of conventions and association meetings to be held at the Convention Centre in 1987 is now 19, with a very busy May/July period when ten of these events will be held.

OTHER:

The new Assistant Chief Steward has been hired and comes from the Brock Sheraton Hotel in Niagara Falls, where he held the job of Chief Steward. He will of course fill the Chief Steward's position while she is ill, and there is written confirmation that if she returns, he will drop back into the Assistant Chief Steward position. His name is Rob Racey and he will start at the Centre on March 16, 1987.

The Annual Bed Race was held in Downtown Hamilton early in February and I am pleased to announce that the Hamilton Convention Centre won the event. Also, the Steeler Mile was run with the Convention Centre Team coming in second in the Celebrity Race.

William J. Penfold, Director
Hamilton Convention Centre

WJP:bg

5.2.1 Hamilton Convention Centre Committee Minutes of November 21, 1986 and January 30, 1987

HAMILTON CONVENTION CENTRE COMMITTEE

BUDGET MEETING

Friday, November 21, 1986
9:00 o'clock a.m.
Room 314, HCC

PRESENT: Alderman R. Wheeler, Acting Chairman
Mr. D. M. Beattie
Mrs. J. Gowland

ALSO PRESENT: Mr. W. J. Penfold, Director
Hamilton Convention Centre
Mr. B. K. Conacher
Managing Director/CEO, HECFI
Mr. J. A. Leuser, Director
Finance/Administration, HECFI
Mr. F. Bogden, Director
Marketing/Sales Division, HECFI
Mr. N. Davidson, Sales Manager, HECFI
Mrs. B. Goddard, Secretary

ABSENT: Mr. T. E. Yates - business
Alderman B. Hinkley - business

Alderman Wheeler called the meeting to order at 9:05 o'clock a.m. to discuss the 1987 Operating Budget for the Hamilton Convention Centre.

Following discussion of the 1987 Operating Budget for the Corporate Division of Hamilton Entertainment and Convention Facilities Inc. and that for the Hamilton Convention Centre, compiled by the Finance Division from the recommendations of Facility Management, it was MOVED by Mr. Beattie, seconded by Mrs. Gowland -

THAT THE 1987 OPERATING BUDGET FOR THE HAMILTON CONVENTION CENTRE, AS PRESENTED BY THE DIRECTOR OF FINANCE AND ADMINISTRATION TO THE HAMILTON CONVENTION CENTRE COMMITTEE AT ITS MEETING HELD NOVEMBER 21, 1986 BE FORWARDED TO THE BOARD OF DIRECTORS OF HECFI FOR CONSIDERATION AND RECOMMENDATION TO THE EXECUTIVE COMMITTEE OF THE CITY OF HAMILTON.

MOTION CARRIED

The meeting adjourned at 10:10 o'clock a.m.

Taken as read and approved,

R. W. Wheeler

Alderman R. Wheeler, Acting Chairman
Hamilton Convention Centre Committee

B. Goddard.

B. Goddard
Secretary

HAMILTON CONVENTION CENTRE COMMITTEE

REGULAR MEETING

Friday, January 30, 1987
9:00 o'clock a.m.
Room 205, HCC

PRESENT: Mr. T. E. Yates, Chairman
Alderman R. Wheeler, Vice-Chairman
Mr. D. M. Beattie
Mr. D. O. Braley

ALSO PRESENT: Mr. W. J. Penfold, Director
Hamilton Convention Centre
Mr. B. K. Conacher
Managing Director/CEO, HECFI
Mr. J. A. Leuser, Director
Finance/Administration, HECFI
Mr. F. Bogden, Director
Marketing/Sales Division, HECFI
Alderman B. Hinkley (Chairman of the
Board of Directors, HECFI)
Mrs. B. Goddard, Secretary

ABSENT: Mr. N. Levitt - out of town

Chairman's Remarks

1. Chairman's Remarks

The Chairman called the meeting to order at 9:00 a.m. and after welcoming Mr. Braley's return as a member of the Convention Centre Committee, and Alderman Hinkley, present in his capacity of newly appointed Chairman of the Board of Directors, asked for a motion on the position of Chairman of the Convention Centre Committee.

Re-appointment of Chairman & Vice-Chairman

It was MOVED by Alderman Wheeler, seconded by Mr. Beattie -

THAT THE PRESENT INCUMBENTS REMAIN IN POSITION FOR THE YEAR 1987.

MOTION CARRIED

Minutes of previous meeting

2. Minutes of the Regular Meeting held January 09, 1987

It was MOVED by Alderman Wheeler, seconded by Mr. Yates -

THAT THE MINUTES OF THE REGULAR MEETING HELD JANUARY 09, 1987 BE APPROVED AS CIRCULATED TO THE MEMBERS.

MOTION CARRIED

Business arising from minutes

3. Business arising from previous meeting

Information package

The information package provided by the Secretary was considered not to be fully adequate and a request was made that this be expanded on for the next meeting.

Secreta

Director's Report

4. Director's Report - December 1986

The Director presented his report, in which he also welcomed back Mr. Braley to the Committee. The Report also extended a welcome to the new member, Mr. Norman Levitt, who was unfortunately not present.

The Report gave a brief review of the year 1986, and it was noted it had been the best year ever with some $2.46 million in revenue - 15% over 1985 actuals and 25% over budget. December itself was about 2% below 1985 but 23% over budget. There had been the usual Christmas parties in the Centre - Dofasco (800) Monesco Aerospace (760) CUPE Local 5 Children's Party (1,100) Women's Canadian Club (550) Citibank (400) and Canadian Canners (350). The Student Mission Advance Convention had approximately 900 at the Centre for each of the three days between Christmas and the New Year with 3,000 attending a meeting in Chedoke on New Year's Eve.

During the year, there were 337 event days (92% occupancy).

The Employee of the Month programme is well under way now and is turning out to be very successful. Recommendations are numerous and it is excellent as a morale-raiser.

The Convention Centre is entered in the Downtown BIA Bed Race to be held February 7th - an annual event in which full-time and part-time employees are involved.

At this point, the Managing Director stated it must have been an oversight or lack of space that caused the inter-facility hockey game not to be mentioned.

It was MOVED by Mr. Beattie, seconded by Alderman Wheeler -

THAT THE DIRECTOR'S REPORT BE RECEIVED FOR INFORMATION.

MOTION CARRIED

Client Evaluations

5. Client Evaluations

As usual, the building temperature was the subject of discussion and the Director informed the meeting that the C.U.P. personnel are working on the problem. The front foyer of the building gets very cold as the heaters between the two sets of doors are not efficient enough, but this is in process of being rectified, one of the solutions considered being to install fans at the ceiling to send the heat down.

Alderman Wheeler mentioned the remarks made about the coffee served, and the Director stated the building now has Moccamat, which provides uniform quality, and that all complaints that are received are discussed at the weekly Service meetings.

It was MOVED by Alderman Wheeler, seconded by Mr. Beattie -

THAT THE CLIENT EVALUATIONS BE RECEIVED FOR INFORMATION

MOTION CARRIED

Sales Report December'86

6. Marketing Division - Sales Report for December 1986

Mr. Bogden presented this report, elaborating on each sub-report mentioned. It was noted that sales made for December 1986 were $214,675 compared to $301,865 for December 1985. Actual revenue for the month was $245,831 compared to $264,693 for December the previous year. Mr. Braley remarked that the figures were surprising, but Mr. Bogden explained that December 1985 was when efforts were starting to concentrate on larger functions and that the drop in smaller business was becoming evident. If the Centre is not to solicit "small" events this is definitely going to show in Sales figures. Mr. Braley asked if smaller events would make much difference, but Mr. Bogden stated that their volume added up to a considerable amount of revenue. Mr. Braley wished to know how bookings now compared to last year at this time - were there highs and lows - and Mr. Bogden informed the meeting that they did not vary to a great extent. In answer to a further query from the Managing Director, Mr. Bogden stated that the Future Outlook Monthly Report was a running chart.

Effect of decrease in solicitation of "small" business

In Camera Items

On the suggestion of the Managing Director, the Chairman instructed the staff concerned to put all Marketing/Sales items for discussion in camera in the future, to avoid discussion of what was clients' private business in open session.

Marketin Staff an Secretar

No limitation in numbers

Regarding the "magic" figure of 400 which was mentioned frequently, the meeting was informed by Mr. Bogden that this would definitely not be applied - if there is room for a smaller event to be accommodated in the Convention Centre, then it would be accepted, regardless of the numbers involved.

Implied criticism of directive to decrease solicitation of small events

Alderman Hinkley addressed the Committee regarding the City's 1985 directive which instructed management to decrease its solicitation for small business with the intent of concentrating more on attracting conventions to the City. He felt this had been cited as having a potentially detrimental effect on revenues and that if this were going to be repeated it should be documented so that the evidence can be shown; otherwise, he would prefer that it not be mentioned. It should also be shown that substantial initiative has been taken in the area of conventions and meetings from outside the area.

Clarification of directive

The Director of Marketing asked for clarification of the City's use of the word "decrease" - did it mean "stop" advertising (on buses etc.) and only go after large meetings

..... 4

which have a dollar spin-off? The Alderman explained that the directive meant that active solicitation should cease in 1985. The Managing Director pointed out that during the past year, although efforts were concentrated on attracting conventions, the lead time for these had to be taken into account, therefore it would have been foolish not to accept smaller events - they are critical to the viability of the Centre still. The Marketing Director stated that the lead time for conventions can be as much as twelve years (in the extreme) and the Managing Director agreed, adding that the meeting had two Aldermen present who could explain the Centre's position to City Council. Alderman Wheeler again stated that business should be accepted and the Chairman agreed, adding that the "magic" figure of 400 applied, so he understood, to conventions.

Small events still needed

"Magic" figure of 400 - for conventions

Alderman Hinkley stated he wanted to be sure the present procedure was clear, and once it was so established, for City Council to be informed, in order to get their reaction.

Clarification to be established

Prior to the conclusion of the discussion, Mr. Braley requested, and the Chairman agreed, that a detailed analysis of Sales figures be provided, and the Director of Marketing said this would be provided for the final quarter of 1986.

Detailed analysis of sales figures

Director Marketi

It was MOVED by Mr. Braley, seconded by Alderman Wheeler -

THAT THE SALES REPORT FOR DECEMBER 1986 BE RECEIVED FOR INFORMATION.

MOTION CARRIED

Financial Statements

7. Financial Statements

Mr. Leuser gave his report verbally, and in information written on the display board, explaining that as the year-end accounting is not a summary, as is the monthly report, the full figures were not yet available.

Verbal report pending year-end figures

Mr. Conacher pointed out that the Sales Department figures did not agree with the figures Mr. Leuser presented, and it was explained that those received in the Sales Department are given about five days before the monthly reports are completed; this could account for differences, as the actual month-end figures could easily change.

Unusual expenses

Mr. Braley enquired what unusual expense items had occurred recently and was informed that there had been extensive maintenance carried out on the building. Another expense which occurred towards the end of 1986 was the work on the proposed re-opening of MacNab Arms Restaurant, which had cost approximately $13,000.

Municipal Contribution 1981-86

Alderman Hinkley asked for information from the Director of Finance/Administration which would show how the Municipal Contribution had decreased from the opening of the Centre to the present day - he required this for when the performance of the Convention Centre is reviewed. Mr. Leuser pointed out that many costs are no longer in the Convention Centre. The Alderman also wished to know how the Committee judged performance, and the Chairman said that if the Centre were to produce results in accordance with or better than the budget, that would be acceptable.

Director Fin./Admi

Judgment of performance

City Budget yet to be finalized

Mr. Leuser reminded the meeting that the 1987 budget had not yet been finalized - the City Finance Committee had met the previous day and he had been informed by the Treasurer that they were seeking another $250,000 in reductions; the Treasurer suggested it might be decided to ask each department to take something out of its budget, and we would be asked to do our share. Considering the size of the Centre's requests, this should not amount to a great deal. The Centre's budget had started with a zero increase, but at the last Board meeting, the Audit and Finance Committee had advised the insurance budget had been underestimated, and the applicable share of this for the Convention Centre would amount to $10,000.

Insurance - additional $10,000

It was MOVED by Alderman Wheeler, seconded by Mr. Beattie -

THAT THE DIRECTOR, FINANCE/ADMINISTRATION, FORWARD THE FINANCIAL STATEMENTS TO THE BOARD OF DIRECTORS FOLLOWING APPROVAL BY THE AUDIT/FINANCE COMMITTEE.

Director Fin./Admi

MOTION CARRIED

Other Business

8. Other business

8.1 Centre's Increased Capacity for Banquets

Increased catering capacity

Alderman Hinkley enquired as to the size of banquets being catered at the Centre, namely those similar to the Status of Women Banquet to be held the following week and was informed that it was by no means the biggest function held. Mr. Bogden stated that with the anticipated kitchen expansion, it was estimated that 1,400 meals could be served (the Director, HCC, interjecting that this was possible only if no other food and beverage function coincided).

Improvement in staff situation

Stewarding problems

Alderman Hinkley also enquired whether the staff position was any better, and the Director informed the meeting that the waitstaff was much more stable since the rate increases; the Director also informed the meeting however, that the Stewarding Department was still having problems.

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Date of next meeting

9. Date of next regular meeting

The date of the next regular meeting of the Committee was set as Friday, February 27, 1987.

Adjournment

10. Adjournment

It was MOVED by Alderman Wheeler, seconded by Mr. Beattie -

THAT THE REGULAR SESSION OF THE MEETING BE ADJOURNED.

MOTION CARRIED

Taken as read and approved,

B. Goddard.

B. Goddard, Secretary

Terry E. Yates, Chairman
Hamilton Convention Centre Committee

In Camera Motions

At the In Camera Session which followed this meeting, the following motions were carried:-

1. THAT THE DRAFT MARKETING PLAN FOR THE HAMILTON CONVENTION CENTRE FOR 1987 BE RECEIVED FOR INFORMATION.

2. THAT THE CONVENTION CENTRE CONTINUE WITH COCA COLA LTD. FOR A TWO-YEAR PERIOD ENDING DECEMBER 31, 1988 WITH THE OPTION FOR MANAGEMENT TO RENEW ON AN ANNUAL BASIS FOR THREE CONSECUTIVE YEARS.

5.3 Hamilton Place Committee First Report

HAMILTON PLACE

REPORT OF THE HAMILTON PLACE COMMITTEE

TO THE BOARD OF DIRECTORS OF
HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

The Hamilton Place Committee presents its FIRST REPORT from its meeting held February 26, 1987 and respectfully recommends the following:

1. BEVERAGE TENDER - THAMES VALLEY BEVERAGES

That Hamilton Place continue with Thames Valley Beverages Limited for a one year period ending January 15, 1988, with the option to renew on an annual basis for three consecutive years.

The following are for information only:

1. CANADIAN INTERNATIONAL ANIMATED FESTIVAL
2. ONTARIO RETAIL SALES TAX
3. SENIOR MANAGEMENT ON OTHER BOARDS
4. INNOVATIVE PROGRAMMING RESERVE
5. HAMILTON PLACE MARKETING PLAN, 1987
6. UNAUDITED OPERATING RESULTS FOR YEAR ENDED DECEMBER 31, 1987
7. CURRENT SALES/PROGRAMMING STATUS

NOTE: Information items above are contained in Director's Report attached.

8. REPORT - DIRECTOR OF FINANCE AND ADMINISTRATION

That the report of the Director of Finance, noting the following information, be received for information:

i The final audit has been completed

ii The budgetary surplus is $35,533.

iii Total revenues exceeded budget though Great Hall net revenue was less than budgeted.

iv Expenses were controlled

v Increased activity resulted in higher ancillary revenues/recoveries than budgeted.

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9. OFFICE SPACE LEASES, 1988

That the Committee receive for information the Managing Director's report that all office leases are to be reviewed by the Managing Director and the Director of Hamilton Place with HECFI attorney prior to execution.

Respectfully submitted,

Jean Faris

Jean Faris, Secretary

HAMILTON PLACE

M E M O R A N D U M

TO: Hamilton Place Committee

FROM: Thomas Burrows, Director of Hamilton Place

DATE: February 24, 1987

SUBJECT: Director's Report

I Business Arising from the Minutes of January 8, 1987

- Disposition of Committee Recommendations/Resolutions forwarded to the HECFI Board of Directors.

1) Canadian International Animated Film Festival

The Executive Committee, City of Hamilton, has approved the transfer of $19,000 from the Special Events Subsidy Fund to the Hamilton Place Operations Account, 1986

2) Ontario Retail Sales Tax

(a) Letter of appreciation to elected officials in support of tax exemption status written on behalf of HECFI January 14 and January 19, 1987.
- correspondence is attached.

(b) Hamilton Performing Arts Foundation:

Utilization of the Foundation as signatory to Promotion and Co-Promotion has been discussed with Ross McBride. Management is awaiting their advice and response prior to recommending policy and procedure regarding accountability and financial statements.
- correspondence attached.

Ross & McBride are to provide Minutes of the January 8th, 1987 Meetings of the Foundation and an amendment bo By-Law No. 1. Not received.
- correspondence attached.

3) Senior Management on Other Boards

The HECFI Board approved, at its meeting of February 13, 1987, Mr. Ellison's continued association as a director of Hamilton and Region Arts Council.

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4) Innovative Programming Reserve

The HECFI Board approved, at its meeting of January 23, 1987 that $30,000 be credited to New Faces '86 from the Hamilton Place Reserve for Innovative Programming.

5) I.A.T.S.E. Local 129 - Collective Agreement, September 1, 1986 to August 31, 1988

The agreement has been fully executed including a) the letter agreement providing that salaries be paid through the City payroll system and b) an agreement to begin negotiations 8 months prior to termination of the current agreement.

II Programming and Sales Up-Date

1) Hamilton Place Marketing Plan, 1987

The Director has written and submitted for inclusion in the HECFI Marketing Plan, 1987:

(a) Analysis of Past and Current Marketing Information and

(b) Marketing Plan - 1987

- Index of subjects addressed is attached.

2) Unaudited Operating Results for the year ended December 31, 1986

This information will be presented in detail by the Director of Finance.

In summary:

1) Hamilton Place Budgetary Surplus	$ 33,351
2) Attractions/Events	246
3) Gross Revenue	$ 3,502.485
4) Attendance	312,325

5) Event charges, recoveries, ancillary revenue were greater than projected - in keeping with increased activity.

6) Beverage Sales - though lower than projected enjoyed a good margin of profit.

7) Budgeted Expense lines were controlled, maintained and, in some cases, reduced.

The 1986 fiscal year is the seventh since 1979 that Hamilton Place Operations have resulted in a Budgetary Surplus. The exception was fiscal 1983 which had a budgetary deficit of $80,000.

3) Current Sales/Programming Status

1) Sales: January sales did not achieve budgeted projections for the month. However, the February net revenue estimate ($32,260) has been exceeded.

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3) Current Sales Programming Status (continued)

1) Sales: Approximately $11,000 was realized for the SOVIET ARMY CHORUS presentation due to the addition of a second show. The revised net revenue estimate for February is $43,750.

2) Three major musical attractions have been verbally confirmed for June, September and October. These will be co-promotions with C.P.I.

Respectfully submitted,

Thomas B. Burrows,
Director of Hamilton Place

HAMILTON PLACE

January 19, 1987

Mr. Dennis Carson,
Executive Assistant to the Mayor,
City Hall,
Hamilton, Ontario

Dear Dennis: Re: Correspondence - Ontario Retail Sales Tax - Amendment to Bill 26

For the information of the Mayor, please find enclosed three letters written at the instruction of the HECFI Board expressing appreciation to the Honourable Lily Munro, Dr. Richard Allen and Mrs. Margaret Marland for their assistance in the successful effort to have an amendment withdrawn that would have removed the Hamilton Place Retail Sales Tax exemption.

These three elected officials were the most instrumental and the ones with whom I dealt directly.

The Mayor may wish to add his own letter. If so, I will be pleased to supply any further information that may be required.

Sincerely,

TBB:jf

Thomas B. Burrows,
Director of Hamilton Place

Encl.

HAMILTON PLACE

January 14, 1987

The Honourable Lily Munro, MPP,
Minister of Citizenship and Culture,
77 Bloor St. W., 6th Floor,
Toronto, Ontario
M7A 2R9

Dear Minister: Re: Amendment to Bill 26
Ontario Retail Sales Tax Act

On behalf of Hamilton Place and the Hamilton Entertainment and Convention Facilities Inc. Board of Directors, may I express the sincere appreciation of all concerned for the unfailing dedication of energy, time and informed action with which you address every issue that affects Hamilton.

Specifically we have cause to thank you for your advice and support in the matter of the proposed Amendment to Bill 26.

That the Amendment was ultimately withdrawn was due, in large part, to your understanding that passage of the Amendment would have a significantly adverse impact on Hamilton Place operations and your communication of these concerns on our behalf.

With gratitude for your continuing interest and support,

Sincerely,

TBB:jf

Thomas B. Burrows,
Director of Hamilton Place

c.c. David Braley, Chairman HECFI
David Hector, Chairman, Hamilton Place Committee
Brian Conacher, Managing Director/CEO, HECFI

HAMILTON PLACE

January 19, 1987

Dr. Richard Allen, NDP MPP,
Room 320,
Legislative Building,
Toronto, Ontario
M7A 1A2

Dear Dr. Allen:

On behalf of the Board of Directors of the Hamilton Entertainment and Convention Facilities Inc. and Hamilton Place, it is my pleasant duty to express, more formally, the appreciation of all concerned for your invaluable assistance in the matter of the proposed Amendment to Bill 26.

That the Amendment was ultimately withdrawn was due to the perception and support of members from all parties sensitive to the needs and concerns of performing arts facilities dedicated to community interests.

Your personal dedication to the intelligent and responsible cultural policies of the NDP Party exemplify what is best in public service.

Please, express our gratitude as well to Mr. Bob Rae whose active participation and leadership helped to insure a successful conclusion.

With best wishes for a successful and rewarding 1987, I remain

Sincerely yours,

TBB:jf

Thomas B. Burrows,
Director, Hamilton Place

c.c. Mayor Robert Morrow
David Braley, Chairman, HECFI
David Hector, Chairman, Hamilton Place Committee
Brian Conacher, Managing Director/CEO, HECFI

HAMILTON PLACE

January 19, 1987

Mrs. Margaret Marland, PC MPP,
Room 119, North Wing,
Legislative Building,
Toronto, Ontario
M7A 1A2

Dear Margaret Marland:

I've been given the welcome assignment of attempting to properly express the appreciation of the Directors of Hamilton Entertainment and Convention Facilities Inc. and Hamilton Place for your most effective support and leadership in the successful effort to have the Amendment to Bill 26 withdrawn.

You were the single bright light during and immediately following the not-very-positive committee hearing. Geoffrey Butler, Charles Cutts and I were encouraged by your knowledgeable, concerned commitment and - through the many meetings and telephone calls - constantly impressed by your unrelenting dedication to finding an acceptable solution.

Hamilton Place has greatly benefited from your effort and I have personally gained a respected friend. Thank you.

Looking forward to our next meeting, I remain,

Sincerely yours,

/Jim Burrows

TBB:jf

Thomas B. Burrows,
Director of Hamilton Place

c.c. Mayor Robert Morrow
David Braley, Chairman, HECFI
David Hector, Chairman, Hamilton Place Committee
Brian Conacher, Managing Director/CEO, HECFI

HAMILTON PLACE MARKETING PLAN - 1987

PART II

MARKETING PLAN - 1987

Page	Subject
	Marketing/Sales Projections
	Programming Policy
	Booking Policy
	Target Markets for Product
	Hamilton Place Programming 1987
	Advertising & Sales Promotion Program

HAMILTON PLACE MARKETING PLAN - 1987

PART I

ANALYSIS OF PAST AND CURRENT MARKETING INFORMATION

Page	Subject
	Hamilton Place Philosophy
	Aims
	Economic Forecast
	Limiting Factors
	Competitive Analysis
	Market Area Analysis
	Market Area Potential
	Product Analysis

HAMILTON PLACE

February 11, 1987

Mr. David Goldberg, Q.C.,
Ross & McBride,
1 James St. S.,
Hamilton, Ont.

Dear David:

Thank you for taking time to see me personally this morning with regard to the Theatre Aquarius file about sound problems in the Great Hall of Hamilton Place during their production of A CHORUS LINE.

The letters to Mr. Mandia, Mr. Renaud and Mr. Stewart that you reviewed and approved this morning have been sent. Your file is now complete and I will keep you advised of developments.

On the subject of Hamilton Performing Arts Foundation Inc. - for which you are preparing minutes of the January 8th, 1987 meetings and the amendment to By-Law No1 - Clauses 16 & 17 - it will be appreciated if this work can be completed at your earliest convenience in order that the newly constituted Board may meet.

Thank you for your time.

Yours sincerely,

TBB:jf

Thomas B. Burrows, Director,
Hamilton Place

c.c. Brian Conacher,
Managing Director/CEO, HECFI

HAMILTON PLACE

January 27, 1987

Mr. David Goldberg, Q.C.,
Ross & McBride,
1 James St. S.,
Hamilton, Ontario.

Dear David: Re: Ontario Retail Sales Tax Exemption

As agreed during our meeting of January 20, 1987, I enclose a complete file, with summary, dated July 30, 1984,of correspondence relating to the Hamilton Performing Arts Corporation Inc. exemption from collecting and remitting retail sales tax to the Provincial Government.

You will note that the exemption was first granted on May 7, 1981, was rescinded March 9, 1982 and granted a second time February 7, 1983.

Because the exemption specifically made reference to the registered charitable status of the Corporation (HPACI) and we were only found to be exempt "... at this time"- which seemed somewhat tenuous - the complete file of background information was brought to the attention of the "interim board" that was incorporated as HECFI on December 18, 1985.

Please read the letter of August 16, 1984 to Mr. Jack Jaggard and the extract from the Ontario Retail Sales Tax Guide.

Item b) under Exempt Admissions forms the basis for our assumption that Hamilton Place non-rental presentations (promotions and co-promotions) continued to be exempt after the dissolution of HPACI when Hamilton Place programming and operations became the responsibility of HECFI.

If you require anything further with regard to Bill 26 - An Amendment to Ontario Retail Sales Tax Act - please let me know.

Sincerely yours,

Thomas B. Burrows,
Director, Hamilton Place

TBB:jf

c.c. Brian Conacher

5.3.1 Hamilton Place Committee Minutes of January 8, 1987

HAMILTON PLACE COMMITTEE MEETING

JANUARY 8, 1987
8:30 a.m.
HAMILTON PLACE BOARD ROOM

PRESENT: Mr. D. Hector (Chairman)
Mr. S. Cino (Vice-Chairman)
Dr. C. Bart
Mr. T. Casey
Alderman R. Wheeler

ALSO PRESENT: Mr. T. Burrows
Mr. B. Conacher
Mr. J. Leuser
Mr. R. Ellison

REGRETS: Mr. F. Bogden

1. CHAIRMAN'S REMARKS

The Chairman welcomed everyone present. The Secretary confirmed that the Committee members and management staff had been duly notified and the meeting was called to order.

2. MINUTES OF NOVEMBER 20, 1986

2.1 Errors or Omissions - None

2.2 MOVED by Alderman Wheeler, seconded by Dr. Bart that

THE MINUTES OF THE COMMITTEE MEETING OF NOVEMBER 20, 1986 BE APPROVED AS CIRCULATED.

MOTION CARRIED

3. BUSINESS ARISING FROM THE MINUTES

Agenda items 3 1 - 3.6 were covered in the attached report by the Director on Disposition of Committee Recommendations/Resolutions forwarded to the HECFI Board. Mr. Burrows updated the status of the following items:

Canadian International Animated Festival

The HECFI Board recommendation to the City Executive Committee,that the $19,000 due the Hamilton Place Operations Account be charged to the Special Events Subsidy Fund, is on the agenda of the Executive Committee meeting of this date and Mr. Conacher and Mr. Burrows will be present.

Ontario Retail Sales Tax

Mr. Burrows advised that, although he has verbally thanked the elected officials who assisted in this regard, he will, as requested, write to Dr. Richard Allen, the Honourable Lily Munro and Mrs. Margaret Marland, with copy to Mayor Morrow, Mr. Braley, Mr. Hector and Mr. Conacher.

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Ontario Retail Sales Tax (Continued)

Mr. Burrows explained why co-promotions and house promotions for non Canadian shows must now be registered under the Hamilton Performing Arts Foundation Inc. on the contract and why, for that reason, he should retain signing authority. He suggested that the HPAFI Board appoint the Director of Hamilton Place as Secretary of the Foundation and the Director of Finance/Administration as Treasuere with the Managing Director/CEO as CEO of the Foundation. It was decided that legal advice should be sought as to what steps should be taken before a banking resolution is prepared.

There followed some discussion as how best to separate the financial statements for the Foundation from those of HECFI. Management will study alternatives and recommend accounting procedures with regard to the relationship between HPAFI and HECFI.

Senior Management on other Boards

Mr. Burrows advised the Committee that, in this regard, he should have mentioned previously that the Assistant Director, Mr. Robert Ellison, is a member of the Board of the Hamilton and Region Arts Council and has recently has been asked to let his name stand for Vice-President with a view to becoming President in 1988. Mr. Burrows said that the only possible area that could be questioned is that HARAC is a tenant of Hamilton Place and pay rent to us as such but he could not see that this could be of any concern. Mr. Hector agreed that he saw no problem. It was then

MOVED by Dr. Bart, seconded by Mr. Casey that

THE HAMILTON PLACE COMMITTEE RECOMMEND TO THE HECFI BOARD THAT MR. ROBERT ELLISON CONTINUE AS A MEMBER OF THE BOARD OF THE HAMILTON AND REGION ARTS COUNCIL AND ACCEPT THE VICE-PRESIDENCY, IF NOMINATED.

MOTION CARRIED

Innovative Programming Reserve

The reversal by the HECFI Board of this Committee's recommendation to apply this reserve to the NEW FACES '86 series and to the Studio Theatre Schools Program will result in a year-end deficit instead of the budgetary surplus that was forecast. The former Hamilton Performing Arts Corporation Inc. Board had determined to underwrite the Educational Program annually but it was never formally requested of the HECFI Board.

I.A.T.S.E. Local 129

Mr. Burrows explained that the reason approval of the I.A.T.S.E. contract was not obtained at the last HECFI Board meeting was that he was unable to get the typed and signed copy to Mr. Conacher in time for his advance persual. It was received but no action was taken at the Board meeting.

It was explained that I.A.T.S.E. put a codicil in the Agreement,regarding the changing of weekly pay to bi-weekly, to the effect that if this is changed their part-time people will have to be informed of varying rates of pay and the number of hours worked at each rate. The problem is that this cannot be handled under the City payroll system. It was suggested that management sit down with the union - explain the problems in complying with this matter and offer some alternative.

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I.A.T.S.E. Local 129 (Continued)

Mr. Conacher suggested that Mr. Burrows undertake to resolve this matter so that the Agreement can be brought to the next HECFI Board meeting on Friday, January 23rd. The Agreement, which was drawn up by Messrs. Conacher and Burrows, has been reviewed by the Audit and Finance Committee and by Mr. Braley. Mr. Burrows agreed to try to arrive at a compromise prior to the next Board meeting.

Mr. Cino joined the meeting.

4.2 PROGRAMMING/SALES REPORT

Mr. Burrows reported that LORD OF THE RINGS - while a very good production and well received by those who saw it and despite a tremendous amount of advertising - lost approximately $25,000 on the week. He explained that over the years we have often been criticized for lack of activity. It was decided to do this show because nothing else was happening in Hamilton during the last two weeks of December. It was a very uneven year here and right across the country. There have been more cancellations for lack of sales or because the promoter wants to get out. There are no major new musicals available. We are contacting all agents and managers and considering every reasonable opportunity but strong attractions are very difficult to secure. Rental situations are improving however.

5. REPORT OF THE DIRECTOR OF MARKETING

There was no report as Mr. Bogden was absent due to illneww. The Committee expressed its concerns and asked the Managing Director to discuss these concerns with Mr. Bogden.

6. REPORT OF DIRECTOR OF FINANCE AND ADMINISTRATION

Mr. Leuser reported that, at the last HECFI Board meeting, charges were reversed on the November statement so that the budgetary surplus is now $2,182 and the decrease in budgetary surplus over previous month is ($70,192). The presentation of LORD OF THE RINGS resulted in a loss of $25,000 during the month of December. The previously anticipated end of the year surplus will be non-existent and there may be a slight deficit.

After some discussion, it was

MOVED by Mr. Cino, seconded by Dr. Bart that

$30,000 BE CREDITED TO NEW FACES '86 FROM THE RESERVE FOR INNOVATIVE PROGRAMMING.

MOTION CARRIED

7. DATE OF NEXT MEETING

The next meeting will be at the call of the Chairman if one is considered necessary prior to the February 13th HECFI Board meeting.

8. ADJOURNMENT

There being no further business, the meeting was adjourned at 10:00 a.m.

David Hector, Chairman

Jean Faris, Secretary

Attachment 5.4

5.4 Audit & Finance Committee Second Report

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

REPORT TO THE HECFI BOARD OF DIRECTORS OF THE AUDIT/FINANCE COMMITTEE MEETING OF MARCH 3, 1987

The Audit/Finance Committee presents its SECOND Report and respectfully recommends:

1. Hamilton Convention Centre - Capital Purchase of Dance Floor

(a) That the Canadian made Dance Floor, including all perimeter trim and dance floor caddies be purchased from Unican Trading Limited for the total cost of $31,000; and

(b) That the purchase be charged to work in progress expenditure account number 0408-K52753 (Dance Floor) which was previously established in 1986.

Note: Sufficient funding exists in work in progress expenditure account number 0408-K52753. For the information of the Members of the Board, the Hamilton Convention Centre Committee, at its meeting on February 27, 1987, approved this purchase.

2. Hamilton Place - Thames Valley Beverages Limited - Tender

That Hamilton Place continue with Thames Valley Beverages Limited as its soft drink supplier for a one year period ending January 15, 1988 with an option to renew on an annual basis for three consecutive years.

Note: For the information of the Members of the Board, the Hamilton Place Committee, at its meeting on February 26, 1987, approved this recommendation.

3. Central Utilities Plant - Maintenance Van Acceptance of Tender

(a) That the tender submitted by Johnston Motors Leasing, Hamilton, for the leasing of a maintenance van be accepted at a total monthly rate of $288.90 for a 36 month term with a buy-out option price of $4,400.00, including taxes, at the conclusion of the lease; and

(b) That this lease be financed from account number 0360-0581 which has been established in the 1987 C.U.P. operating budget for this purpose.

Note: Sufficient funds are available in operating account number Ø360-Ø581 to finance the cost of this lease. For the information of the Members of the Board, the Copps Coliseum Committee, at its meeting on February 25, 1987, approved this recommendation.

4. 1987 Capital Projects - Copps Coliseum and Central Utilities Plant

(a) That the following capital projects for Copps Coliseum and the Central Utilities Plant be proceeded with as provided for in the 1987 portion of the 1987 - 1991 Capital Budget Programme:

Copps Coliseum

(i)	Improvements to Home Team Dressing Room	$ 25,ØØØ	
(ii)	Drinking Fountains (Rink Level)	1Ø,ØØØ	
(iii)	Improvements Required for Occupation of Retail/Mall Area	25Ø,ØØØ	
(iv)	Conversion of Domestic Hot Water Generation System	2Ø,ØØØ	
(v)	Improvements to Press Facilities	3Ø,ØØØ	
(vi)	Glycol Storage Tank	1Ø,ØØØ	
(vii)	Provision of Sun Screen, West Elevation Windows	35,ØØØ	
			$38Ø,ØØØ

Central Utilities Plant (C.U.P.)

(viii)	Various Capital Replacements and Revisions for C.U.P.	72,ØØØ
(ix)	Addition of City Hall to C.U.P. Building Automation System	13Ø,ØØØ
(x)	Various Capital Replacements for City Hall	54,ØØØ

(xi)	Teardown/Overhaul of Centravacs - C.U.P., City Hall and Public Library	50,000	
(xii)	Various Capital Revisions and Replacements for Hamilton Place	$ 61,000	
			$367,000
TOTAL			$747,000

(b) That an amount of approximately 10% of the estimated project cost for design and engineering services be committed, where applicable; and

(c) That the City Treasurer be requested to recommend to the City's Executive Committee the method of financing.

Note: This three-part recommendation once approved by City Council with appropriate funding will:

(i) authorize management to proceed with the projects in terms of preparing specifications and then having them tendered; and

(ii) permit the Board to then award contracts to suppliers in accordance with the tender results. It should be noted that Board approval is required for contracts in excess of $10,000.

In accordance with the approved 1987 - 1991 Capital Budget Programme, $130,000 of the total of $747,000 in (a) above is to be financed from HECFI's reserve for capital projects with the remainder to be financed by the City. For the information of the Members of the Board, the Copps Coliseum Committee, at its meeting on February 25, 1987, approved proceeding with the capital projects.

5. 1987 Capital Projects - Corporate Office Equipment

(a) That the Office Equipment for the Finance and Administration Department of HECFI in the amount of $10,000 as provided for in the 1987 portion of the 1987 - 1991 Capital Budget Programme be proceeded with; and

(b) That the City Treasurer be requested to recommend to the City's Executive Committee the method of financing.

Note: In 1987, office partitions are required in the Finance and Administration area, including the open office area located near the Managing Director/CEO's office. As well, additional filing and storage cabinets are required for the Finance and Administration Department. Financing will be from HECFI's Reserve for Capital Projects.

6. Corporate Capital Project - Office Expansion Additional Office Furniture

(a) That the Office Expansion, including Additional Office Furniture and Equipment, for the Marketing Department of HECFI in the amount of $23,000 as provided for in the 1987 portion of the 1987 - 1991 Capital Budget Programme be proceeded with; and

(b) That the City Treasurer be requested to recommend to the City's Executive Committee the method of financing.

Note: The $23,000 being requested is within the $30,000 1987 capital budget provision for this project. Financing will be from HECFI's Reserve for Capital Projects. See attached Schedule "A" for background information.

7. 1987 Capital Projects - Hamilton Convention Centre

(a) That the following capital projects for the Hamilton Convention Centre be proceeded with as provided for in the 1987 portion of the 1987 - 1991 Capital Budget Programme:

(i)	Kitchen Addition	$150,000
(ii)	Dishwasher	60,000
(iii)	Installation of Washroom in V.I.P. Room (314)	7,500
(iv)	Freezer	15,000

(v)	Strip Lighting - Wentworth	15,000
(vi)	Small Equipment Replacement	15,000
(vii)	Audio Visual Equipment	25,000
		$287,500

(b) That the City Treasurer be requested to recommend to the City's Executive Committee the method of financing.

Note: The $287,500 is to be financed from HECFI's reserve for capital projects. For the information of the Members of the Board, the Hamilton Convention Centre Committee, at its meeting on February 27, 1987, approved proceeding with the capital projects.

8. Special Events Subsidy Fund

(a) That the Executive Committee take over sole authority and control of the SPECIAL EVENTS SUBSIDY FUND.

(b) That $75,000. of the funds for the 1987 SPECIAL EVENTS SUBSIDY FUND be allocated to re-establish a PARKING FEE REDUCTIONS FOR VISITORS/DELEGATES budget line.

Attached as Schedule "B" is background information.

The following are items for information only:

1. Director of Finance and Administration's Report

Attached as Schedule "C".

2. HECFI Unaudited Operating Results for the Year ended December 31, 1986

Attached as Schedule "D".

3. CUP Unaudited Operating Results for the Year ended December 31, 1987

Attached as Schedule "E".

4. Financial Analysis of HECFI's Reserve for Capital Projects

Attached as Schedule "F".

5. Financial Analysis of Capital Improvement Surcharge Fund

The uncommitted balance at December 31, 1986 is $126,342.85. The financial position of the Capital Improvement Surcharge Fund is attached as Schedule "G".

6. HECFI's POLICIES FOR VACATION, TIME-OFF-IN-LIEU/OVERTIME, DAY-OF-REST-PER-WEEK (PROPOSED NEW), COMPASSIONATE LEAVE SICKNESS LEAVE

This item was tabled pending a meeting between the Managing Director/CEO and the City/Region Human Resources Centre and upon receipt of that Department's written comments.

RESPECTFULLY SUBMITTED

"W. H. McFarland per JM"

W. H. McFARLAND, CHAIRMAN
AUDIT/FINANCE COMMITTEE

J Mills

Joan M. Mills, Secretary
Audit/Finance Committee

Entertainment and Convention Facilities Inc.

Schedule "A" referred to in Section 6 of the SECOND Report of the Audit/Finance Committee

FROM John A. Leuser, Director of Finance and Administration — DATE February 25, 1987
Name & Title

FOR ACTION [xx] FOR INFORMATION [ ] File No. _____

TO: BOARD [ ] (OR) AUDIT/FINANCE Committee [xx]

SUBJECT

Corporate Capital Project - Office Expansion - Additional Office Furniture

RECOMMENDATION

(a) That the Office Expansion, including Additional Office Furniture and Equipment, for the Marketing Department of HECFI in the amount of $23,000 as provided for in the 1987 portion of the 1987 - 1991 Capital Budget Programme be proceeded with; and

(b) That the City Treasurer be requested to recommend to the City's Executive Committee the method of financing.

Note: The $23,000 being requested is within the $30,000 1987 capital budget provision for this project. Financing will be from HECFI's Reserve for Capital Projects.

BACKGROUND

In 1986, the Director of Marketing and six of his staff were relocated to Hamilton Place by creating office space in a meeting room on the second floor.

This space is not adequate since there is neither a general office area for staff to maintain the booking log sheets for the Convention Centre nor enough space for their filing cabinets. For example, seven filing cabinets are located in the corridor outside the entrance way to their offices. The adjacent space beside Marketing was already leased to the City's Human Resources Department as a learning/training centre. Effective January 1, 1987, their lease was not renewed in order to accommodate both Marketing and Bach Elgar, who also required additional office space. This space was then made available in January, 1987, to both parties by creating a wall down the middle of the room and constructing a doorway in the current Marketing area to allow access by Marketing to this new space of approximately 500 square feet.

The $23,000 is required in order to fund the proposed renovations and furniture which is estimated to cost approximately $20,450 (see the attached report) and to finance the purchase of an electronic typewriter at an estimated cost of $2,550.

With the proposed renovations, the following will be created:

- a meeting room for clients and staff;
- an additional office for a future Marketing Sales Representative which has been budgeted for in the 1987 operating budget for Marketing; and
- a general office area for maintaining the booking log sheets for the Convention Centre and the Department's filing cabinets which, as mentioned above, are located in the corridor outside their office area.

John A. Leuser, C.A.
Director of Finance
and Administration

attach.

Copps Coliseum
Victor K Copps
Trade Centre Arena

101 York Boulevard
Hamilton Ontario
Canada L8R 3L4
Tel: 416 [illegible]

1987 February 10

MEMO TO: Mr. John Leuser
Director of Finance and Administration, HECFI

Mr. Fred Bogden
Director of Marketing, HECFI

FROM: Mr. Brad Calder
Manager of Plant and Building Operations
Copps Coliseum

RE: HECFI Marketing Offices - Proposed Renovations

Further to our meeting of today, I provide you with estimates for the proposed renovations to the marketing offices;

ITEM		AMOUNT
1)	Additional drywall partitions, painting in Meeting Room 3.	$ 3,500.00
2)	Reimburse Account No. 8350-1033 amount previously expended for drywall partitions, new doorway in Meeting Room 3.	$ 2,950.00
3)	Improvements to corridor, ie. painting and drywall.	$ 2,000.00
4)	Installation of four new telephone handsets in new office area	$ 2,000.00
5)	Supply and install event log counter	$ 2,500.00

Continued /2 ...

6)	Extend fire detection system throughout office area.	$ 3,000.00
7)	Miscellaneous electrical revisions	$ 500.00
8)	Allowance for furniture, ie. chairs, credenzas, table.	$ 4,000.00
	TOTAL	$20,450.00

I trust this information satisfactory.

BNC:ls
cc's to: Mr. John T. Crane
Director, Copps Coliseum

Mr. Nat Davidson
Sales Manager, Marketing, HECFI

Hamilton
Entertainment
and Convention
Facilities Inc.

Schedule "B" referred to in Section 8 of the SECOND Report of the Audit/Finance Committee

MEMO TO: HECFI AUDIT AND FINANCE COMMITTEE
HECFI BOARD OF DIRECTORS

FROM: Brian K. Conacher
Managing Director/CEO

DATE: March 13, 1987

SUBJECT: **SPECIAL EVENTS SUBSIDY FUND**

RECOMMENDATION(S):

1. That the Executive Committee take over sole authority and control of the SPECIAL EVENTS SUBSIDY FUND.

2. That $75,000. of the funds for the 1987 SPECIAL EVENTS SUBSIDY FUND be allocated to re-establish a PARKING FEE REDUCTIONS FOR VISITORS/DELEGATES budget line.

BACKGROUND:

- The SPECIAL EVENTS SUBSIDY FUND was established in 1986 and has just completed its first year.

- The granting and rejection of all applications and requests for financial assistance or subsidization for the use of HECFI facilities currently is subject to the approval of the Executive Committee.

- On a few occasions, there has been confusion between HECFI and the Executive Committee where HECFI rejects a request and the Executive Committee later approves it or vice-versa.

- After much discussion and consideration by the HECFI management team, it is unanimously agreed that the authority and control of the SPECIAL EVENTS SUBSIDY FUND cannot be the responsibility of two masters.

- Consequently, it is the HECFI management team's recommendation that the total authority and control of the SPECIAL EVENTS SUBSIDY FUND be handled by the Executive Committee.

- The SPECIAL EVENTS SUBSIDY FUND as a budget line item grew out of the previous PARKING FEE REDUCTIONS FOR VISITORS /DELEGATES budget line item.

- It is HECFI management team's further recommendation that $75,000. of the 1987 SPECIAL EVENTS SUBSIDY FUND be re-allocated to re-establish a PARKING FEE REDUCTIONS FOR VISITORS/DELEGATES budget line item as it was previously.

- If these recommendations are accepted and approved, HECFI management will negotiate the licenced use of the three HECFI facilities (Hamilton Place Theatre, Hamilton Convention Centre, Copps Coliseum) under its normal procedures. All applications and requests for financial assistance or subsidization with regard to the HECFI facilities will be submitted directly to the Executive Committee for acceptance or rejection. HECFI, just like any other organization will be required to make application if, as part of its licencing negotiations, it feels it needs financial assistance or subsidization for an event. On the other hand, if the Executive Committee approves an application or request for financial assistance or subsidization for the use of HECFI facilities, then HECFI would be reimbursed out of the SPECIAL EVENTS SUBSIDY FUND.

- With the control and authority for the SPECIAL EVENTS SUBSIDY FUND being solely with the Executive Committee, it should remove any confusion and potential conflict between the Executive Committee and HECFI.

- **Attached for the consideration of and possible use by the Executive Committee are procedures and Application Form(s) for screening requests for financial assistance or subsidization for the use of HECFI facilities (see attached).**

- Also attached is a copy of the current City of Hamilton GRANT POLICIES, PROCEDURES AND APPLICATIONS for information.

Respectfully submitted,

Brian K. Conacher
Managing Director/CEO

Attachments

cc: Mr. Lou Sage
Mr. Ed Matthews

DRAFT

DRAFT ONLY

SPECIAL EVENTS SUBSIDY FUND

CRITERIA TO QUALIFY:

- For an event to qualify as a "Special Event" and thus be eligible for financial assistance or subsidization from the **SPECIAL EVENTS SUBSIDY FUND**, it **must** be an event which will provide a direct benefit to the City of Hamilton, the local economy and the community at large (Examples: 1986 World Junior Hockey Championships, 199Ø World Basketball Championships, Labatt Brier Curling Championships, political conventions, major conventions, national and international events, etc.).

PROCEDURE TO SCREEN REQUESTS

- When any request for financial assistance or subsidization is made that involves the use of HECFI facilities, regardless of who it is made to initially, it should be re-directed immediately to the Executive Committee.

- The Executive Committee will then contact the person/organization directly requesting that their proposal/request for financial assistance or subsidization be submitted in writing documenting why it is felt that the event should qualify to be a "Special Event" and determining the amount of financial assistance or subsidization needed. The attached Application Form(s) (see attached) need to be filled out.

- If it is determined that an event qualifies as a "Special Event", the Executive Committee will review the request with the HECFI Managing Director/CEO.

- Once an event is classified as a "Special Event" and granted some financial assistance or subsidization, it will then be referred back to HECFI senior management for implementation.

LIMITATIONS OF FINANCIAL ASSISTANCE OR SUBSIDIZATION

- If a request/proposal is approved as a "Special Event", the following things should be kept in mind with respect to limitations:
  - the **maximum** financial assistance or subsidization should be limited to the full normal licence/rental fee for the use of the facility(ies);
  - **never** subsidize Event Staff and Event Sheet Charges as they are actual out-of-pocket operating costs of the facility(ies);
  - **never** subsidize Food & Beverage Services;
  - **never** subsidize Ticket Box Office charges;
  - if the City of Hamilton wishes to go beyond the above, it should be done totally separately and out of another budget area.

- The "Special Event" user must acknowledge in its advertising/promotional material the financial assistance or subsidization of the City of Hamilton.

- Whenever financial assistance or subsidization is granted to a "Special Event", the Executive Committee will transfer the amount out of the **SPECIAL EVENT SUBSIDY FUND** over to the pertinent HECFI facility or facilities to off-set what would be a loss of normally anticipated revenue.

February, 1987

Hamilton Entertainment and Convention Facilities Inc.

DRAFT

SPECIAL EVENTS SUBSIDY FUND
APPLICATION BY HECFI

1. Name, address and telephone number of organization/person intending to hold their event at a HECFI facility:

_____
Full Legal Name Required of Organization/Person(s)

Address: _____

_____

_____
Postal Code Telephone No.

Person to Contact: _____

_____

_____
Postal Code Telephone No.

2. Event:

Date(s):

HECFI Facility(ies): _____

_____

3. Provide the general object and/or functions of the organization and indicate if it is a non-profit or charitable organization.

4. Total amount of subsidy requested: $_____.

5. Explain briefly the nature of the event to be held for which financial assistance is being requested and to whose benefit the funds are going to support?

6. How many persons will directly enjoy or benefit from the activities of this event?

7. List the executive officers of the organization:

Name	Residence Address	Business Address	Telephone

8. For what reasons does HECFI merit financial assistance for this event? Indicate what other revenues HECFI will receive from this event and why they are insufficient.

9. Is this an annual event? If so, will financial assistance be requested by HECFI in future years in respect of this event?

10. If the application for assistance is declined, would this event be held in another City? If so, give details.

11. What is the estimated accommodations, spending and incremental revenue benefits to the City of Hamilton? (Based on current IACVB figures).

_____Delegates X_____# of Days X $ =$_____

12. What financial benefits will be generated to the community at large?

13. Will this event attract local, regional, national and international media exposure for the City of Hamilton? (If so, give details).

14. Recommendation:

Sales Manager_____

Director of Marketing_____

Facility Director_____

Director of Finance
and Administration_____

Managing Director/
CEO_____

*Check box if support documentation attached ☐

THE CORPORATION OF THE CITY OF HAMILTON
City Hall, 71 Main Street West, Hamilton, Ontario L8N 3T4

DRAFT

SPECIAL EVENTS SUBSIDY FUND APPLICATION
BY OUTSIDE ORGANIZATIONS

1. Name, address and telephone number of organization/person intending to hold their event at a HECFI facility:

_____
Full Legal Name Required of Organization/Person(s)

Address: _____

_____

_____
Postal Code Telephone No.

Person to Contact: _____

_____

_____
Postal Code Telephone No.

2. Event:

Date(s):

HECFI /Facility(ies): _____

_____

3. Provide a brief history of your organization (Constitution, Charter, By-laws) and indicate if it is incorporated as a non-profit or charitable organization.

4. What are the general objects and/or functions of your organization?

5. Total amount of subsidy requested $_____.

6. Explain briefly the nature of your event to be held for which you are requesting financial assistance.

7. With respect to your event, answer the following:

   (a) How many people will be in attendance?_____

   (b) Of the stated number of people, how many are coming from outside of Hamilton?_____

   (c) What is the date(s) of the event?_____

   (d) What is the location of the event?_____

   _____

8. For what reasons does your organization merit the use of public funds for the purpose indicated above?

9. What other contributions are being requested or obtained to meet the cost of your event? (Government grants, donations, etc.)

NOTE: **YOU ARE ADVISED THAT CONSIDERATION WILL NOT BE GIVEN TO AN APPLICATION FOR FINANCIAL ASSISTANCE IF A SIMILAR APPLICATION HAS ALSO BEEN SUBMITTED TO THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH AND/OR TO THE CITY OF HAMILTON'S GRANTS SUB-COMMITTEE; AND THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.**

1Ø. Does your organization provide a service for which a charge is made? Some examples are admission fees, membership fees, and rental charges. If answer is "Yes", give details.

11. Will assistance be requested from the City of Hamilton in future years in this respect?

12. List the Executive Officers of your organization:

Name and Title	Address	Telephone Number	
		Business	Home

Our organization agrees to submit to the City's Executive Committee within sixty (60) days of the completion of our event, a brief report including financial statements on the success of the event, the allocation of subsidy funds and number of participants. Copies of any media coverage that are available will also be provided.

_____ _____
Date Name and Title of Officer Making Application

_____
Signature of Officer Making Application

_____
Telephone Number

*Check box if support documentation attached ☐

THE CORPORATION OF THE CITY OF HAMILTON

4(b)

FROM MR. D. K. BEATTIE, SECRETARY, GRANTS SUB-COMMITTEE (Name & Title) DATE 1985 SEPTEMBER 17

FOR ACTION [X] FOR INFORMATION [ ] File No. _____

TO: CITY COUNCIL [ ] (OR) FINANCE Committee [X]

SUBJECT

REVISED GRANT POLICIES, PROCEDURES AND APPLICATIONS

RECOMMENDATION

The Grants Sub-Committee has met to consider revised Grant Policies, Procedures and Applications and respectfully recommends:

1) That the attached revised Grant Policies, Procedures and Applications with respect to General Grants (Exhibit A) and Convention/Reception Grants (Exhibit B) be approved and implemented for the processing of the 1986 Grant Applications.

D. K. Beattie

D. K. Beattie, Secretary
Grants Sub-Committee

BACKGROUND

City Council, at its meeting October 9, 1984, adopted Item 10 of the Nineteenth Report of the Finance Committee whereby the existing grant policies, procedures and applications were adopted. To address issues raised during this past year and to refine the administration of the grants, some alterations to the applications, procedures and policies are required.

To highlight some of the major changes, they are as follows:

1) adopting in these forms the previously adopted appeal process.

2) adoption of advertising of the availability of grants. (Note: This item reflects the recommendations enhanced in the Culture and Recreation Master Plan relevant to grants).

3) replacing the Grants Review Group (consisting of the Chief Administrative Officer, Treasurer and Director of Culture and Recreation) by the Secretary of the Grants Sub-Committee, who will review the applications and ensure completeness and compliance of the applications with the grant policies.

4) establish a Culture and Recreation staff liaison person to assist the Secretary of the Grants Sub-Committee, upon request, in processing relevant applications (i.e., those applications with a cultural or recreational orientation).

BACKGROUND - continued

5) establishing in most cases that the approved grant may be limited to 25% of the total operating budget which includes any applicable City charges.

6) increasing the guidelines for Convention/Reception grants as follows:

   i) $4.00 per person from $3.00
   ii) maximum grant of $1,500 from $1,000
   iii) establish minimum grant request of $100

7) replacing Category 3 - Sunset Category by Categories 3 and 4 each providing a method of reduced funding.

8) Category 4 - One time only is now Category 5.

9) establishing in the guidelines the procedures followed in processing the grants, i.e., method of payment and deducting City charges from the approved grant funds prior to payment.

It is planned that the 1986 grant applications will be mailed out by September 27, 1985 after these revised policies, procedures and applications have been approved.

Att'd

Exhibit "A"
GENERAL GRANTS
(Rev. September 1985)

THE CORPORATION OF THE CITY OF HAMILTON

GRANTS TO OUTSIDE ORGANIZATIONS

CONTENTS

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1.	LEGISLATION	1-2
2.	POLICY GOAL AND OBJECTIVES	2-3
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4.	PROCESSING OF GRANT APPLICATIONS	5-6

THE CORPORATION OF THE CITY OF HAMILTON

1. LEGISLATION

A) POWER TO MAKE GRANTS

City Council has legislative authority to make grants under Section 113 of The Municipal Act, which states in part:

113. - (1) Notwithstanding any special provision in the Act or in any other general or special Act related to making of grants or granting of aid by the council of a municipality, the council of every municipality may, subject to section 112, make grants, on such terms and conditions as to security and otherwise as the council may consider expedient, to any person, institution, association, group or body of any kind, including a fund, within or outside the boundaries of the municipality for any purpose that, in the opinion of the council, is in the interest of the municipality.

(2) The power to make a grant includes:

(a) the power to guarantee a loan and to make a grant by way of loan and to charge interest on the loan;

(b) the power to sell or lease land for nominal consideration or to make a grant of land, where the land being sold, leased or granted is owned by the municipality but is no longer required for its purposes, and includes the power to provide for the use by any person of land owned or occupied by the municipality upon such terms and conditions as may be fixed by the council;

(c) the power to sell lease or otherwise dispose of, at a nominal price, or to make a grant of, any furniture, equipment machinery, vehicles or other personal property of the municipality of to provide for the use thereof by any person on such conditions as may be fixed by the council; and

(d) the power to make donations of foodstuffs and merchandise purchased by the municipality for such purpose.

(3) A guarantee of loan made under this section shall be deemed to be a debt for the purposes of section 149 and, where the term of the loan in respect of which such guarantee is made may extend beyond the current year, such guarantee shall be deemed to be an act, the cost of which is to be raised in a subsequent year and shall be subject to the provisions of section 64 of the Ontario Municipal Board Act.

THE CORPORATION OF THE CITY OF HAMILTON

LEGISLATION - continued

B) QUALIFICATIONS TO RECEIVE GRANTS

The Municipal Act under Section 112 prohibits grants to profit oriented organizations as stated in the The Act:

112. - Notwithstanding any general or special Act, a council shall not grant bonuses in aid of any manufacturing business or other industrial or commercial enterprise.

2. GOAL AND OBJECTIVES

Goal

To facilitate and ensure effective citizen involvement in community groups and City events related to self-fulfillment of individuals and the well-being of the community; and ensure that the fund or assistance granted will be administered by a competent body.

Objectives

1. To provide funds in limited amounts to community groups and local organizations who provide services that warrant the City's support.

2. To evaluate all applications for financial assistance on an equitable basis, and on the same criteria of selection.

3. To encourage those organizations requesting financial assistance to become self-supporting.

4. To assign to one of the following categories the approved grant to an organization in order to establish the basis on which future requests may be considered:

Category 1 - Funding that is traditional in nature and is civic sponsored in other Canadian Communities and any increase, if requested and granted, is not to exceed the annual inflation rate or charges for city facilities (see note on Page 3).

Category 2 - Funding is to remain fixed at the initial funding level and any future enhancement is to be the responsibility of the organization involved (see note on Page 3).

THE CORPORATION OF THE CITY OF HAMILTON

GOAL AND OBJECTIVES - continued

Category 3 - Funding is to be reduced over the five year period immediately proceeding in the year of the initial approved grant. The funding reduction will be calculated by an amount equal to one-fifth of the initial approved grant reduced each year for the next proceeding five years. The result would be that in the fifth year after the year of initial approval, there will be no funding forthcoming to the organization (see note below).

Category 4 - Funding is to be reduced by a fixed amount each year established by the City after consultation with the applicant. At an agreed future point in time, a level of funding will be established (see note below).

Category 5 - Funding to be limited to a one time only grant ("seed" money). (see note below).

NOTE: The applicant, regardless of the grant category assigned, is responsible to apply each year for funding. In no way does the assigned grant category suggest the future levels of funding by the City. The grant will be reconsidered each year; however, previous assigned categories will be taken into consideration in approving the grant.

3. GENERAL CRITERIA FOR THE CONSIDERATION OF GRANTS

Consideration Will Be Given To:

1. Organizations which require funds to start a worthwhile operation and which may be expected within a reasonable period to operate without a City grant.

2. Organizations that rely heavily on volunteers and self-help.

3. Organizations whose service is oriented towards local culture, arts and/or recreation.

4. Programs that provide services for which the recipients are willing to pay for services in part, or in total, when this is feasible.

5. The degree to which the City will be expected to contribute to the total funding of the program.

THE CORPORATION OF THE CITY OF HAMILTON

GENERAL CRITERIA FOR THE CONSIDERATION OF GRANTS - continued

Consideration Will Be Given To: - continued

6. Projects that are essential to the citizens of the City which cannot be financed by private business or donations.

7. The nature of each project and the relationship of the project to the responsibility of City Council.

Consideration Will Not Be Given to:

1. A similar application which has also been submitted to the Regional Municipality of Hamilton-Wentworth.

2. Requests for grants to an individual, or to an individual group that is controlled by a parent organization (in this case the parent organization should apply for the grant, i.e., an association as opposed to a team).

3. Grants that replace subsidies which are, or may become, available under statutory provisions.

4. Grants that are required for the service which rightly can be regarded as a Regional, Provincial or Federal responsibility, nor a service suitable primarily for private enterprise or private charity.

5. Organizations that can provide an adequate level of service without public funding.

6. Requests for contributions to deficits which are incurred by the organization without the prior knowledge and concurrence of the City.

7. Profit oriented operations.

8. Organizations who have failed to provide a satisfactory report as to the success of the previous year and financial statements with respect to the allocation of grant funds.

THE CORPORATION OF THE CITY OF HAMILTON

4. PROCESSING OF GRANT APPLICATIONS

General

(a) A public notice will be placed in The Hamilton Spectator to advise organizations that grant applications are available and the deadline for submission of completed applications.

(b) Grant packages consisting of the application and guidelines will be sent to all currently funded organizations and to any organization not previously funded requesting a City grant.

(c) The completed application (Appendix "A") must be returned no later than October 15 to:

The Corporation of the City of Hamilton
Secretary of the Grants Sub-Committee
Treasury Department
City Hall
71 Main Street West
Hamilton, Ontario
L8N 3T4

(d) All grant requests for the calendar year, including any Convention/ Reception Grant applications, must be submitted at the same time for consideration unless circumstances dictate otherwise.

(e) The approved grant amount in most cases will be limited to 25% of the applicant's total operating budget, after the initial year of an approved grant. (The total operating budget should include any charges relevant to the rental of City properties and cost recovery of services.)

Review of Grant Applications

(a) Secretary of Grants Sub-Committee - review each application for completeness of information, eligibility, and ensure compliance with these guidelines. All applications are then forwarded to the Grants Sub-committee for review.

(b) If appropriate, a copy of the application will be forwarded to the Culture and Recreation Department to review the requirements and program by the Grant Liaison staff person. This person shall contact the applicant and provide any assistance necessary including estimates for the use of City properties and cost recovery of services by the organization.

(c) Grants Sub-committee - meet to review all applications and forward recommendations to Finance Committee.

THE CORPORATION OF THE CITY OF HAMILTON

PROCESSING OF GRANT APPLICATIONS - continued

Review of Grant Applications - continued

(d) Finance Committee - meet to review Grants Sub-committee recommendations, then the Secretary of the Grants Sub-Committee will notify each organization of the amount of grant being recommended to City Council by the Finance Committee; hear any subsequent grant appeals and forward final recommendations to City Council.

NOTE: The Finance Committee's recommendation is tentative and is subject to amendment or denial and final approval by City Council.

(e) City Council - consider final approval of grant requests.

Grant Appeals

If the organization disagrees with the Finance Committee's recommendation to City Council and would like to appeal, they must appeal in writing to the Secretary of the Grants Sub-Committee outlining their concerns and provide any additional information that could affect the Finance Committee's decision. This appeal will be addressed by the Finance Committee who may request a presentation by the organization. The Finance Committee would then make its final recommendation to City Council.

Payment of Grants

Release of grant funds will only be made subject to the following:

(a) City Council final approval.

(b) Receipt of a written submission by the organization requesting amount and timing of payments, addressed to the Secretary of the Grants Sub-Committee, for the payment of the approved grant.

(c) Any applicable City charges for use of City properties and cost recovery of services will be deducted from the approved grant funds. The balance, if any, will be paid to the organization as agreed upon.

(d) Agreement by the applicant to submit a brief report, following the completion of the expenditure of the funds, as to how the grant was spent.

THE CORPORATION OF THE CITY OF HAMILTON

Each organization applying for a grant is required to complete this form and forward same to Mr. D. K. Beattie, Secretary of the Grants Sub-Committee, Treasury Department, City Hall, 71 Main Street West, Hamilton, L8N 3T4 (telephone 526-2739), together with the supporting information indicated, on or before October 15.

In the event that more space is required in replying to any question, please use a supplementary sheet and attach to the application.

A. NAME, ADDRESS AND TELEPHONE NUMBER OF ORGANIZATION:

B. AMOUNT OF GRANT REQUEST: $ _____

C. PURPOSE OF GRANT: (Indicate)

_____ CONTINUING GENERAL ACTIVITIES (OPERATING)
_____ CAPITAL
_____ ONE TIME - SPECIFIC PURPOSE

D. IF OPERATING GRANT, CALCULATE THE CITY'S CONTRIBUTION AS A PERCENTAGE OF YOUR TOTAL OPERATING BUDGET:

	AMOUNT	%
- OPERATING BUDGET - NOT INCLUDING GRANT REQUEST .....$		
- CITY'S CONTRIBUTION (GRANT REQUEST) .....$	_____	____
TOTAL OPERATING BUDGET	$ =========	100% ====

NOTE: In most cases the approved grant may be limited to 25% of the total operating budget after the initial grant year. The total operating budget must include any relevant charges for City property rentals and cost recovery of services.

E. CASH FLOW

INDICATE PAYMENT REQUIREMENT IF GRANT APPROVED:

- UPON CITY COUNCIL APPROVAL	$_____	
- OTHER DATE OR INSTALMENTS	$_____	_____ (date)
	$_____	_____
	$_____	_____

RECOMMENDATION (for City use only)

1. GRANTS SUB-COMMITTEE	2. FINANCE COMMITTEE	3. CITY COUNCIL
$ _____	$ _____	$ _____
CATEGORY _____	CATEGORY _____	CATEGORY _____

THE CORPORATION OF THE CITY OF HAMILTON

1. Provide a brief history of your organization (Constitution, Charter, By-laws) and indicate if it is incorporated as a non-profit or charitable organization.

2. What are the general objectives and/or services of your organization?

3. Is there a local organization that provides similar services to those stated above. If yes, how are your services different from this other organization?

THE CORPORATION OF THE CITY OF HAMILTON

4. Do volunteers participate in your program?

No _____ Yes _____ If yes, please indicate number and type of involvement.

5. Is your organization local in nature or is it a branch or segment of a provincial or national organization?

6. Does your organization provide a service to:

(a) All citizens _____

(b) A specific group _____

(c) A specific area _____

Describe briefly:

7. In what geographical area does your organization operate?

THE CORPORATION OF THE CITY OF HAMILTON

8. For what purpose are the requested grant funds to be utilized within your organization? Be specific.

9. For what reason does your organization merit the use of public funds for the purpose indicated above?

10. Provide a brief statement of the approaches that have been or are being made to others for funds, e.g., Federal, Provincial or Municipal Governments, Private Corporations, Foundations, etc.

NOTE: YOU ARE ADVISED THAT CONSIDERATION WILL NOT BE GIVEN TO AN APPLICATION FOR FINANCIAL ASSISTANCE IF A SIMILAR APPLICATION HAS ALSO BEEN SUBMITTED TO THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH.

11. What other steps are being taken to increase revenues? Examples should be given such as increasing your membership or admission fees.

12. Does this organization provide a service for which a charge is made? Some examples are admission fees, membership fees and rental charges. If answer is "yes", give details.

THE CORPORATION OF THE CITY OF HAMILTON

13. Have you received funding from the City in prior years? If so, when and how much?

Year	Amount
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____

14. What are your estimated grant requests from the City of Hamilton for the next three years (exclusive of the present grant application year)?

Year	Amount
_____	$ _____
_____	$ _____
_____	$ _____

NOTE: An organization receiving a grant will NOT automatically qualify for continuing funding, and will be subject to annual evaluation.

15. What are the consequences to your organization of receiving no funding from the City of Hamilton?

THE CORPORATION OF THE CITY OF HAMILTON

16. Will your organization ever be self-supporting? If yes, when?

If no, how will your service be continued if financial assistance is terminated in the future by the City?

17. Would your organization agree, subject to your availability and if requested by the City, to perform or otherwise provide your services at public functions or events, free of charge?

18. List the Executive Officers of your organization.

Name and Title	Address	Telephone Number	
		Business	Home

THE CORPORATION OF THE CITY OF HAMILTON

19. Submit an estimate of operating revenues and expenditures for your organization's fiscal year for which the grant is requested and a statement of operating revenues and expenditures for the preceding year in the attached form (Exhibit 1), together with the details of salaries and benefits (Exhibit 2). In addition, submit the organization's financial statements for the preceding fiscal year including details of assets and liabilities (balance sheet). Audited financial statements are preferred, and required if your grant request is $5,000 or more; however, if it is not normal practice to have an audited financial statement prepared, have your Treasurer submit your own financial statement. If the aforementioned financial statements are not presently available, these must be submitted as soon as possible, and in any event, before the grant is paid.

_____
Date

_____

NOTE: I understand by signing this application that the City of Hamilton makes no commitment to the payment of any grant prior to final City Council approval. I also agree to submit a report within the grant calendar year outlining the success of the organization and the allocation of grant monies.

_____
Name and Title of Officer Making Application

_____
Signature of Officer Making Application

_____
Telephone Number

Appendix "A"
Exhibit 1
APPLICATION
GENERAL GRANTS

THE CORPORATION OF THE CITY OF HAMILTON

APPLICATION FOR GRANT

STATEMENT OF REVENUES AND EXPENDITURES
(all amounts to nearest dollar)

Description (1)	Fiscal Year Ended: Actual Preceding Year 19___ (2)	Fiscal Year Ended: Estimate Current Grant Year 19___ (3)	Increase+ Decrease- over Preceding Fiscal Year: Amount (4)	Increase+ Decrease- over Preceding Fiscal Year: % (5)
REVENUES				
Income (Specify)				
GRANT RECEIPTS				
Government of Canada				
Government of Ontario				
Other Municipalities (Specify)				
United Way Grants				
Other (Specify)				
TOTAL REVENUES				
EXPENDITURES				
Salaries and Benefits (detail on Exhibit 2)				
Other (Specify)				
TOTAL EXPENDITURES				
SURPLUS OR (DEFICIT)				

Appendix "A"
Exhibit 2
APPLICATION
GENERAL GRANTS

THE CORPORATION OF THE CITY OF HAMILTON

APPLICATION FOR GRANT

DETAILS OF SALARIES AND BENEFITS
(as listed on Exhibit 1)

Name and Position (1)	Fiscal Year Ended: Actual Preceding Year 19___ (2)	Fiscal Year Ended: Estimate Current Grant Year 19___ (3)	Increase+ Decrease- over Preceding Fiscal Year: Amount (4)	Increase+ Decrease- over Preceding Fiscal Year: % (5)
TOTAL SALARIES AND BENEFITS per Exhibit 1				

Exhibit "B"
CONVENTION/RECEPTION
(Rev. September 1985)

THE CORPORATION OF THE CITY OF HAMILTON

CONVENTION OR RECEPTION GRANTS

Information and guidelines to all those applying for a convention or reception grant:

1. The purpose of this grant is to assist those organizations which hold Conventions, Receptions and/or Tournaments in Hamilton and where at least the majority of the participants are from out-of-town.

2. To qualify for a grant your organization must be a not for profit or a charitable organization. The Ontario Municipal Act prohibits municipalities from providing grants to manufacturing or profit oriented operations.

3. The grant is normally limited to a maximum of $4.00 per participant, subject to a total maximum of $1,500. The minimum grant request to be considered is $100.

4. The attached "Application for Convention or Reception Grant" form must be fully completed and returned to the Secretary of the Grants Sub-Committee at least six (6) weeks prior to the event to allow sufficient time for processing. This process entails review by the Secretary for completeness and compliance with these guidelines, then forwarded to the Grants Sub-Committee for their consideration and recommendation. This recommendation is forwarded to the Finance Committee for their approval and/or amendment and then forwarded to City Council for final approval.

   (NOTE: All grant requests for the calendar year including any General Grant Application must be submitted at the same time for consideration unless circumstances dictate otherwise.)

5. Prior to final City Council approval, your organization will be notified of the proposed recommendation. If you disagree and would like to appeal this decision, please place it in writing to the attention of the Secretary, outlining your disagreement and any further information that may be beneficial. This will be presented to the Finance Committee for their reconsideration. You may be asked to make a presentation to the Finance Committee

6. If your event involves the use of City Property, ensure to contact the Secretary who will refer you to the appropriate City staff for cost estimates. Note that these charges will be deducted from the approved grant amount during the payment process. The balance, if any, will be paid as directed.

7. Payment of grant funds will only be made following City Council approval.

8. Within 30 days of the completion of your event, you must submit to the Secretary a report on the success of the event, the allocation of grant funds, and number of participants. Also provide copies of any media coverage that are available.

THE CORPORATION OF THE CITY OF HAMILTON

APPLICATION FOR CONVENTION OR RECEPTION GRANT

Each organization applying for a grant is required to complete this form and forward same to Mr. D. K. Beattie, Secretary of the Grants Sub-Committee, Treasury Department, City Hall, 71 Main Street West, Hamilton, Ontario L8N 3T4 (telephone 526-2739).

1. Name, Address and Telephone Number of organization:

2. Provide a brief history of organization (Constitution, Charter, By-laws) and indicate if it is incorporated as a non-profit or charitable organization.

3. What are the general objects and/or functions of the organization?

4. a) Amount of the grant request $ _____ .

   b) Indicate when payment of grant is required.

	Amount	Date
Upon City Council Approval	$_____	_____
Other Date or Installments	$_____	_____
	$_____	_____
	$_____	_____

THE CORPORATION OF THE CITY OF HAMILTON

5. Explain briefly the nature of the event to be held for which you are requesting financial assistance.

6. With respect to the event, answer the following:

   (a) How may people will be in attendance? _____

   (b) Of the stated number of people, how many are coming from outside of Hamilton? _____

   (c) What is the date of the event? _____

   (d) What is the location of the event? _____

   _____

7. For what reasons does the organization merit the use of public funds for the purpose indicated above?

THE CORPORATION OF THE CITY OF HAMILTON

8. What other contributions are being requested or obtained to meet the cost of this event? (Government grants, donations, etc.)

NOTE: YOU ARE ADVISED THAT CONSIDERATION WILL NOT BE GIVEN TO AN APPLICATION FOR FINANCIAL ASSISTANCE IF A SIMILAR APPLICATION HAS ALSO BEEN SUBMITTED TO THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

9. Does this organization provide a service for which a charge is made? Some examples are admission fees, membership fees, and rental charges. If answer is "Yes", give details.

10. Will assistance be requested from the City of Hamilton in future years in this respect?

11. List the Executive Officers of the organization:

Name and Title	Address	Telephone Number	
		Business	Home

Date

Name and Title of Officer Making Application

Signature of Officer Making Application

Telephone Number

Hamilton
Entertainment
and Convention
Facilities Inc.

Schedule "C" referred to in Section 1 of th Information Items of the SECOND Report of the Audit/Finance Committee

Report to the Audit/Finance Committee from the Director of Finance and Administration

Status of 1986 Year-End

The auditors commenced their two week year-end field audit on Monday, February 16, 1987. On their arrival, the two auditors were presented with year-end working papers and the draft financial statements.

Mr. Michael Collyer, the partner in charge of the audit, is expected to attend the next meeting of the Audit/Finance Committee on March 31, 1987 to present the 1986 audited financial statements for approval. At this meeting, the Committee may wish to discuss with Mr. Collyer its concern about not being previously advised in March, 1986, by him of the old outstanding accounts receivable accounts for Hamilton Place.

Status of 1987 - 1991 Capital Budgets

City Council, at its January 27, 1987 meeting, approved the 1987-1991 Capital Budget Programme for HECFI and CUP.

The next step in the process, in order to commence with particular capital projects, is for management to request the applicable HECFI Committees and Board to approve proceeding with particular projects and that the City's Executive Committee be requested to recommend the method of financing.

Once these approvals have been obtained, including approval by City Council, management can then tender the capital projects. If the tender amount is over $10,000, the awarding of the tender must be approved by the Board.

Status of 1987 Operating Budgets

City Council, at its February 10, 1987 meeting, finalized the 1987 operating revenue and expenditure budget totals for all City Departments and Local Boards. As a result of this meeting, management was asked to reduce the HECFI and CUP operating budgets by $6,000 and $6,360, respectively. These budget cuts have now been made.

January Operating Results

As of February 25, 1987, no 1987 financial reports for HECFI have been produced by the City's data processing department. This is because the City has only recently closed out its 1986 accounts. As a result, a January monthly financial statement can not be produced for HECFI.

The January and February, 1987 accounting reports are expected to be available in early March from the City's data processing department. It is my intention to present to the Committee on March 31, 1987 a financial statement for the two month period ended February 28, 1987.

However, I can advise the Committee generally how each facility performed in January.

Hamilton Convention Centre

The Convention Centre's revenue for the month of January was $142,214, which was $22,829 or 19.1% above the budget of $119,385 for the month. Revenue in 1986 for the month of January were $137,509.

On an overall basis, I suspect that expenditures for the month were in line since, along with the Director of Hamilton Convention Centre, either the Comptroller or I approved all January, 1987 purchases/services. I can not be more specific since, as indicated above, we have not yet received any financial reports from the City's data processing department.

For the Committee's added information, I have attached:

- the food and beverage margin report for the month of January, 1987;

- the part-time labour report for the period ended January 28, 1987; and

- the event revenue report summary for the month of January.

Hamilton Place

Great Hall revenue for the month of January, 1987 (see attachment) was $10,275, which was $14,325 below January's budget of $24,600. January's budget was based on 16 events of which we realized 12.

In reviewing the revenue estimates with the Director of Hamilton Place, it would appear that the Great Hall revenue budget of $189,650 for the first six months of 1987 will be met. This is because the Director has reasonably estimated his licence fee revenue that is currently on the books for the first six months of 1987 at approximately $175,000 with further bookings still anticipated.

Expenditures for the month of January, 1987, are anticipated to be within budget. Attached also for your further information is Hamilton Place's beverage margin report which indicates that an excellent gross margin percentage was realized for January. However, you'll note that the total beverage revenue was below budget for the month which is a reflection of the reduced number of events held during the month.

Copps Coliseum

I can advise the Committee that there was a budget shortfall of $16,368 in licence fees for the month of January, 1987. The January revenue budget called for 11 events of which we realized only 7. This shortfall of 4 event days arose due to the Ronald McDonald Circus which did not return to Copps Coliseum in January, 1987. As a result, I would anticipate that Copps Coliseum would have a budgetary deficit in January. However, I would not be concerned about our below budget performance in January, since the remainder of our first quarter in 1987 looks promising, which should offset the poor results for January.

Attached for your information is the January 1987 event revenue report summary for Copps Coliseum.

Corporate

The net expenditure position for the Corporate Division is anticipated to be on budget for the month of January.

John A. Leuser

John A. Leuser, C.A.
Director of Finance
and Administration

February 25, 1987

HAMILTON CONVENTION CENTRE

ANALYSIS OF FOOD & BEVERAGE OPERATION

FOR THE ONE MONTH PERIOD ENDED JANUARY 31, 1987

	ANNUAL BUDGET	FOR THE MONTH OF JANUARY 1987	
		BUDGET	ACTUAL
FOOD			
SALES	$1,408,300	$70,415	$81,778
COST OF SALES	$458,860	$22,943	$30,125
GROSS MARGIN	$949,440	$47,472	$51,653
GROSS MARGIN %	67.4%	67.4%	63.2%
BEVERAGE			
SALES	$467,000	$23,350	$31,787
COST OF SALES	$158,780	$7,939	$9,124
GROSS MARGIN	$308,220	$15,411	$22,663
GROSS MARGIN %	66.0%	66.0%	71.3%

REPORT TO: Mr. Brian K. Conacher, Managing Director/
Chief Executive Officer
Mr. W. Penfold, Director of
Hamilton Convention Centre
Mr. Rick DiFilippo, C.A., Comptroller

FROM: Mr. John A. Leuser, C.A.,
Director of Finance & Administration

DATE: February 4, 1987

SUBJECT: PART-TIME LABOUR UTILIZATION REPORT FOR THE
PERIOD OF January 22 - 28, 1987

	ACTUAL		BUDGET		OVER (UNDER) BUDGET	
Part-time Staff	Amount (including 4% Vacation pay accrued) Net of Recoveries	%	Amount (including 4% Vacation pay accrued) Net of Recoveries	%	Current Period	Year to Date
Cashiers	582	1.26% (1)	545	1.18%	37	87
Cooks & Kitchen	1088	3.28% (2)	930	2.81%	158	381
Stewarding	1941	4.20% (1)	1743	3.77%	198	2259
Service	2991	6.47% (1)	4088	8.84%	-1097	-503
Porter	2746	5.52% (3)	3272	6.58%	-526	2541
Information Desk	661		525		136	53
Maintenance Help	114		299		-185	-421
Storeman	274		300		-26	-71
	10397		11702		-1305	4326

(1) As a % of total food and beverage revenue. 46247.39

(2) As a % of total food revenue. 33127.53

(3) As a % of total food, beverage and rental revenue. 49727.89

NOTE: THE ABOVE REPORT REFLECTS RECOVERIES IN RESPECT OF CASHIERS ($10.50) WAITSTAFF ($35) AND COAT CHECK ($346.50) BILLED ON ACCOUNTS RECEIVABLE INVOICES.

HAMILTON CONVENTION CENTRE EVENT REVENUE REPORT SUMMARY

JANUARY 1987

MONTH	NO. OF EVENTS	ATTENDANCE	REVENUE				
			BASIC BUILDING FEE (RENTAL)	FOOD	BEVERAGE	OTHER	TOTAL
JANUARY	89	9,662	$21,143	$81,778	$31,787	$7,506	$142,214
TOTAL	89	9,662	$21,143	$81,778	$31,787	$7,506	$142,214

HAMILTON PLACE
GREAT HALL REVENUE REPORT SUMMARY
JANUARY 1 - JANUARY 31, 1987

MONTH	NUMBER OF PERFORMANCES	TOTAL ATTENDANCE	GROSS TICKET SALES	RENTAL FEE	RENTAL PROMOTIONS	RENTAL CO-PROMOTIONS	CONTRIBUTION (CHARGE) TO INNOVATIVE PROGRAMMING	BOX OFFICE FEES
JANUARY	12	13,099	$102,586.85	$14,095	$0	($3,819.87)	$0.00	$5,141.34
YEAR TO DATE	12	13,099	$102,586.85	$14,095	$0	($3,819.87)	$0.00	$5,141.34

HAMILTON PLACE

ANALYSIS OF BEVERAGE OPERATION

FOR THE ONE MONTH PERIOD ENDED JANUARY 31, 1987

	ANNUAL BUDGET	FOR THE MONTH OF JANUARY 1987	
		BUDGET	ACTUAL
SALES	$163,000	$11,573	$5,325
COST OF SALES	$62,600	$4,444	$1,519
GROSS MARGIN	$100,400	$7,129	$3,806
GROSS MARGIN %	61.6%	61.6%	71.5%

COPPS COLISEUM 1987 EVENT
REVENUE REPORT SUMMARY

MONTH	NUMBER OF EVENTS	ATTENDANCE	GROSS TICKET SALES	BASIC BUILDING FEE	BOX OFFICE FEE	EVENT CHARGES	FOOD & BEVERAGE CONCESSIONS
JANUARY	7	36,347	$270,344.42	$34,132.28	$5,833.38	$15,536.43	$15,260.67
YEAR-TO-DATE	7	36,347	$270,344.42	$34,132.28	$5,833.38	$15,536.43	$15,260.67

John A Kinser

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

UNAUDITED OPERATING RESULTS FOR THE

YEAR ENDED DECEMBER 31, 1986

Schedule "D" referred to in Section 2 of the Information Items of the SECOND Report of the Audit/Finance Committee

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

A SUMMARIZED CONSOLIDATED OPERATING STATEMENT

	CONVENTION CENTRE		HAMILTON PLACE		COPPS COLISEUM		CORPORATE (COMMON TO THREE FACILITIES)		CONSOLIDATED		
	The Year Ended December 31, 1986		The Year Ended December 31, 1986		The Year Ended December 31, 1986		The Year Ended December 31, 1986		The Year Ended December 31, 1986		% of 1986 Annual Budget Spent or Achieved
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
Revenue	$ 1,973,100	2,462,882	1,385,540	1,847,645	1,787,200	1,456,515	542,500	595,206	5,688,340	$ 6,362,248	111.8
Expenditures	2,198,560	2,532,155	1,897,140	2,323,712	1,633,810	1,383,267	2,391,400	1,847,909	8,120,910	8,087,043	99.6
Excess of Expenditures Over Revenue From Operations	225,460	69,273	511,600	476,067	(153,390)	(73,248)	1,848,900	1,252,703	2,432,570	1,724,795	70.9
Contribution from the City of Hamilton	225,460	225,460	511,600	511,600	(153,390)	(153,390)	1,848,900	1,848,900	2,432,570(1)	2,432,570	100.0
Budgetary Surplus	$ NIL	156,187	NIL	35,533	NIL	(80,142)	NIL	596,197	NIL	$ 707,775	
LESS Budgetary Surplus @ November 30, 1986		166,152		2,182		(37,173)		535,156		666,317	
Budgetary Surplus Increase (Decrease) Over Previous Month		(9,965)		33,351		(42,969)		61,041		41,458	

(1) Includes the 1985 operating surplus of $ 278,000 carried forward to 1986.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
HAMILTON CONVENTION CENTRE
SUMMARY OF REVENUE AND EXPENDITURES

Description	Annual 1986 Budget	Budgeted Operating Results For The Month of December 1986	Actual Operating Results For The Month of December 1986	Actual Operating Results For The Year Ended December 31, 1986	Percentage of Total 1986 Annual Budget Spent or Achieved
	(1)	(2)	(3)	(4)	(5)
REVENUE:					
RENTALS AND LICENCE FEES	$ 383,000	42,020	41,049	$ 402,888	105.2
FOOD AND BEVERAGE	1,482,000	158,450	209,076	1,947,386	131.4
RECOVERIES	82,300	3,600	4,985	75,978	92.3
OTHER	25,800	2,468	7,110	36,630	142.0
	$ 1,973,100	206,538	262,220	$ 2,462,882	124.8
EXPENDITURES:					
ADMINISTRATION	$ 298,740	25,286	29,344	$ 276,361	92.5
MAINTENANCE	329,660	27,662	56,267	367,491	111.5
OPERATIONS	77,120	6,902	5,975	77,084	100.0
SECURITY	92,000	7,665	8,700	97,941	106.5
FOOD AND BEVERAGES - ADMINISTRATION AND CLIENT SERVICES	111,680	8,805	7,361	93,107	83.4
FOOD AND BEVERAGE - KITCHEN	593,540	58,893	70,111	769,572	129.7
FOOD AND BEVERAGE - BANQUET	695,820	64,479	81,684	837,103	120.3
MACNAB ARMS RESTAURANT	-	-	5,897	13,496	-
	$ 2,198,560	199,692	265,339	$ 2,532,155	115.2
EXCESS OF EXPENDTURES OVER REVENUE FROM OPERATIONS	$ 225,460	(6,846)	3,119	$ 69,273	30.7

NOTE: The revenue and expenditure detail on the above balances is available upon request.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

HAMILTON PLACE

SUMMARY OF REVENUE AND EXPENDITURES

Description	Annual 1986 Budget	Budgeted Operating Results for The Month of December 1986	Actual Operating Results For The Month of December 1986	Actual Operating Results For The Year Ended December 31, 1986	Percentage of Total 1986 Annual Budget Spent or Achieved
	(1)	(2)	(3)	(4)	(5)
REVENUE:					
RENTALS AND LICENCE FEES AND SHOW REVENUE - GREAT HALL	$ 322,000	23,700	37,179	$ 243,507	75.6
RENTALS, LICENCE FEES AND SHOW REVENUE - STUDIO THEATRE	62,200	9,300	10,207	50,829	81.7
OTHER RENTALS	50,500	4,200	4,621	58,655	116.1
FOOD AND BEVERAGE	214,000	16,800	14,947	171,137	80.0
RECOVERIES	705,040	62,340	302,912	1,248,209	177.0
OTHER	31,800	7,240	15,639	75,308	236.8
	$ 1,385,540	123,580	385,505	$ 1,847,645	133.4
EXPENDITURES:					
ADMINISTRATION	$ 377,580	30,580	43,266	$ 377,257	99.9
MAINTENANCE	255,020	20,620	17,983	239,930	94.1
MEETING ROOMS	4,800	400	(34)	3,709	77.3
FRONT OF HOUSE	130,100	13,500	11,138	113,830	87.5
OPERATION - SPECIFIC SHOW EXPENSES	582,000	43,360	262,964	1,119,671	192.4
SECURITY	57,200	5,500	4,988	57,704	100.9
STAGE - PROPERTY	310,640	30,640	37,997	295,192	95.0
BEVERAGE AND CATERING	179,800	16,410	11,282	116,419	64.7
	$ 1,897,140	161,010	389,584	$ 2,323,712	122.5
EXCESS OF EXPENDITURES OVER REVENUE FROM OPERATIONS	$ 511,600	37,430	4,079	$ 476,067	93.1

NOTE: The revenue and expenditure detail on the above balances is available upon request.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
COPPS COLISEUM
SUMMARY OF REVENUE AND EXPENDITURES

Description	Annual 1986 Budget (1)	Budgeted Operating Results For The Month of December 1986 (2)	Actual Operating Results For The Month of December 1986 (3)	Actual Operating Results For The Year Ended December 31, 1986 (4)	Percentage of Total 1986 Annual Budget Spent or Achieved (5)
REVENUE:					
RENTALS, LICENCE FEES AND SHOW REVENUES	$ 891,500	88,750	58,096	$ 791,407	88.8
FOOD AND BEVERAGE CONCESSIONS	380,000	38,322	24,257	229,418	60.4
RECOVERIES	455,700	45,666	24,914	416,100	91.3
OTHER	60,000	6,563	1,121	19,590	32.7
	$ 1,787,200	179,301	108,388	$ 1,456,515	81.5
EXPENDITURES:					
ADMINISTRATION	$ 320,580	26,841	13,241	$ 291,856	91.0
MAINTENANCE	562,180	50,480	53,588	386,547	68.8
EVENT PLANNING/OPERATIONS	566,590	48,929	31,087	447,842	79.0
IATSE PAYROLL	-	-	5,341	77,289	-
SECURITY	184,460	17,629	12,678	179,733	97.4
	$ 1,633,810	143,879	115,935	$ 1,383,267	84.7
EXCESS OF EXPENDITURES OVER REVENUE FROM OPERATIONS	$ (153,390)	(35,422)	7,547	$ (73,248)	47.8

NOTE: The revenue and expenditure detail on the above balances is available upon request.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
CORPORATE
SUMMARY OF REVENUE AND EXPENDITURES

Description	Annual 1986 Budget	Budgeted Operating Results For The Month of December 1986	Actual Operating Results For The Month of December 1986	Actual Operating Results For The Year Ended December 31, 1986	Percentage of Total 1986 Annual Budget Spent or Achieved
	(1)	(2)	(3)	(4)	(5)
REVENUE					
BOX OFFICE	$ 350,000	35,400	31,064	$ 371,591	106.2
RECOVERIES	66,500	5,800	6,038	65,588	98.6
OTHER	126,000	10,295	41,272	158,027	125.4
	$ 542,500	51,495	78,374	$ 595,206	109.7
EXPENDITURES					
ADMINISTRATION	$ 679,690	59,890	63,713	$ 655,593	96.5
MARKETING	1,292,470	115,017	80,300	871,409	67.4
BOX OFFICE	419,240	33,340	30,072	320,907	76.5
	$ 2,391,400	208,247	174,085	$ 1,847,909	77.3
EXCESS OF EXPENDITURES OVER REVENUE FROM OPERATIONS	$ 1,848,900	156,752	95,711	$ 1,252,703	67.8

NOTE: The revenue and expenditure detail on the above balances is available upon request.

THE CENTRAL UTILITIES PLANT

UNAUDITED OPERATING RESULTS FOR THE YEAR ENDED

DECEMBER 31, 1986

Schedule "E" referred to in Section 3 of the Information Items of the **SECOND** Report of the Audit/Finance Committee

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
CENTRAL UTILITIES PLANT
SUMMARY OF EXPENDITURES

Description	Annual 1986 Budget	Budgeted Operating Results For The Month of December 1986	Actual Operating Results For The Month of December 1986	Actual Operating Results For The Year Ended December 31, 1986	Percentage of Total 1986 Annual Budget Spent or Achieved
	(1)	(2)	(3)	(4)	(5)
EXPENDITURES:					
OPERATIONS	$ 532,000	44,232	52,417	$ 575,201	108.1
RECOVERY FROM USERS	(544,980)	(46,773)	(55,427)	(500,401)	91.8
MAINTENANCE	594,050	49,529	48,861	525,151	88.4
CITY HALL	225,760	16,130	14,155	234,047	103.7
HAMILTON CENTRAL LIBRARY	260,740	24,510	23,259	261,688	100.4
HAMILTON FARMERS MARKET	33,330	2,930	3,098	34,535	103.6
HAMILTON CONVENTION CENTRE	224,680	30,654	25,473	243,537	108.4
HAMILTON PLACE	253,110	32,920	30,659	273,195	107.9
COPPS COLISEUM	497,000	69,050	31,702	355,227	71.5
PEDESTRIAN ARCADE/OVERPASS	40,900	3,771	3,447	41,156	100.6
ONTARIO GOVERNMENT BUILDING	214,530	29,130	18,919	187,293	87.3
PARKING AUTHORITY - UNDERGROUND	96,300	8,300	8,917	80,148	83.2
ART GALLERY	118,110	15,010	10,496	101,764	86.2
EXPENDITURES TOTAL	$ 2,545,530	279,393	215,976	$ 2,412,541	94.8
MUNICIPAL CONTRIBUTION	$ 2,545,530	279,393	279,393	$ 2,545,530	
BUDGET SURPLUS (DEFICIT)	$ NIL	NIL	63,417	$ 132,989	

NOTE: The expenditures detail on the above balances is available upon request.

Entertainment and Convention Facilities Inc.

Schedule "F" referred to in Section 4 of the Information Items of the SECOND Report of the Audit/Finance Committee

FROM John A. Leuser, Director of Finance and Administration — DATE February 23, 1987

Name & Title

FOR ACTION ☐ FOR INFORMATION ☒ File No. _____

TO: BOARD ☐ (OR) AUDIT/FINANCE Committee ☒

SUBJECT

Financial Analysis of HECFI's Reserve for Capital Projects

INFORMATION

Attached for your information is a financial analysis of HECFI's Reserve for Capital Projects. It should be noted that the uncommitted balance at December 31, 1986 is $1,395,147.61. Our financing requirements from this reserve under the 1987 - 1991 Capital Budget Programme are as follows:

1987	$1,052,500
1988	589,000
1989	250,000
1990	120,000
1991	100,000
TOTAL	$2,111,500

John A. Leuser

John A. Leuser, C.A.
Director of Finance
and Administration

attach.

Financial Analysis of HECFI's Reserve for Capital Projects

Balance at January 1, 1986	$ 927,143.46
Closing out surplus remaining in lighting work-in-progress account for Hamilton Place	971.89
Financing in 1986 for capital projects set up in work-in-progress accounts	(83,700.00)
Interest earned	103,256.83
1986 HECFI operating surplus, less $139,000 being carried forward to 1987 HECFI operating budget	568,775.43
Commitments for financing of capital projects approved in 1986 - Facility Management Computer System	(78,800.00)
- Equipment for the Hamilton Convention Centre	(42,500.00)
Uncommitted balance at December 31, 1986	$1,395,147.61

Hamilton Entertainment and Convention Facilities Inc.

Schedule "G" referred to in Section 5 of the Information Items of the SECOND Report of the Audit/Finance Committee

FROM John A. Leuser, Director of Finance and Administration (Name & Title) DATE February 23, 1987

FOR ACTION ☐ FOR INFORMATION ☒ File No. _____

TO: BOARD ☐ (OR) AUDIT/FINANCE Committee ☒

SUBJECT

Financial Analysis of Capital Improvement Surcharge Fund

INFORMATION

Attached for your information is a financial analysis of the Capital Improvement Surcharge Fund for Hamilton Place. It should be noted that the uncommitted balance at December 31, 1986 is $126,342.85.

John A. Leuser, C.A.
Director of Finance
and Administration

attach.

FINANCIAL ANALYSIS OF CAPITAL IMPROVEMENT SURCHARGE FUND

Balance at January 1, 1986		$ 242,829.04
Receipts during the year		160,590.36
Interest earned during the year		27,492.32
Commitments:	Personnel Hoist	(30,443.64)
	Stage Floor Reinforcement	(18,998.00)
	Refurbishing and Insulating Studio Theatre Floor	(12,998.00)
	Updated Lighting Systems for the Great Hall and Studio Theatre	(242,129.23)
Uncommitted balanace at December 31, 1986		$ 126,342.85

5.4.1 Audit & Finance Committee Minutes of February 4, 1987

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

AUDIT & FINANCE COMMITTEE

Wednesday, February 4, 1987
1:00 p.m.
Copps Coliseum Board Room

REGULAR SESSION

PRESENT: Mr. W. H. McFarland, Chairman
Dr. C. Bart, Vice-Chairman
Mr. D. Hector, Committee Member
Mr. N. Levitt, Committee Member
Mr. S. Cino, Committee Member

ALSO PRESENT: Mr. B. K. Conacher, Managing Director/ Chief Executive Officer, HECFI
Ald. B. Hinkley, Chairman, HECFI Board
Mr. J. A. Leuser, Director of Finance and Administration, HECFI
Mr. P. J. DiFilippo, Comptroller
Mrs. Lisa Robinson, Accounting Supervisor
Mr. W. Penfold, Director of Hamilton Convention Centre
Mr. T. Burrows, Director of Hamilton Place
Mr. John Crane, Director of Copps Coliseum
Joan Mills, Committee Secretary

1. Chairman's Remarks

The Chairman welcomed everyone present and the meeting was called to order.

2. Minutes of Previous Meeting

It was

MOVED by Dr. Bart, seconded by Mr. Cino

THAT THE JANUARY 14, 1987 REGULAR MINUTES BE ACCEPTED AS CIRCULATED.

MOTION CARRIED.

3. Director of Finance and Administration's Verbal Report

The Director of Finance and Administration, on behalf of management, welcomed Mr. Norman Levitt as the new member to the Audit/Finance Committee and welcomed back Messrs. McFarland, Bart, Hector and Cino. Mr. Leuser also, on behalf of management, extended congratulations to Mr. Webb McFarland on his re-appointment as Chairman of the Audit/Finance Committee and to Dr. Chris Bart on his re-appointment as Vice-Chairman. Mr. Leuser had the Audit/Finance Committee's Terms of References distributed to each member, together with a copy of HECFI's Legislation for Mr. Levitt.

With respect to the status of 1986 year-end statements, Mr. Leuser advised the Committee that we have just closed out our 1986 accounts. He indicated that the staff in the Finance and Administration Department are currently working on year-end working papers and the financial statements for the auditors and that the auditors will be completing their year-end audit during the last two weeks in February. He advised the Committee that at the next Committee meeting on March 3, 1987, it is his intention to present to the Committee the draft 1986 financial statements for comments in respect of the financial presentation, including applicable notes. Mr. Leuser stated that at the Committee meeting following the March 3rd meeting, which is expected to be held on March 31, 1987, he intends to have the auditors present the audited 1986 financial statements for approval, and that the Committee may then wish to discuss with the auditors its concern about not being previously advised in March, 1986, by them of the old outstanding accounts receivable accounts for Hamilton Place.

The Director of Finance and Administration advised the Committee that City Council, at its January 27, 1987 meeting, approved the 1987 - 1991 Capital Budget Programme for HECFI and CUP. He advised that the next step in the process, in order to commence with particular capital projects, is for management to request the applicable HECFI Committees and Board to approve proceeding with particular projects and that the City's Executive Committee be requested to recommend the method of financing. Once these

approvals have been obtained, including approval by City Council, management can then tender the capital projects. If the tender amount is over $10,000, the awarding of the tender must be approved by the Board.

With respect to the status of 1987 operating budgets, the Director of Finance and Administration advised that the City is attempting to reduce its mill rate increase from 6.2% to 5.9% and that in order to accomplish this, the City is looking for additional budget cuts of $250,000. Mr. Leuser further advised that at the City's Finance Committee on February 3, 1987, it was decided that the $250,000 in cuts should be achieved by pro rating it over all City Departments and Local Boards. HECFI's and CUP's pro rate share of the $250,000 reduction is $6,000 and $6,360, respectively. He added that this recommendation of the City's Finance Committee is subject to City Council's approval on February 10, 1987.

4. Preliminary Overview of the 1986 Annual Financial Results of HECFI and CUP

The Director of Finance and Administration reviewed a preliminary overview of the 1986 annual financial results of HECFI and CUP with the Committee. It was

MOVED by Mr. Cino, seconded by Mr. Hector

THAT THE PRELIMINARY OVERVIEW OF THE 1986 ANNUAL FINANCIAL RESULTS OF HECFI AND CUP BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

5. Monthly Breakdown Summaries of the 1987 Operating Budgets for HECFI and CUP

The Committee reviewed the information item relative to the monthly breakdown summaries of the 1987 operating budgets for HECFI and CUP. It was

MOVED by Dr. Bart, seconded by Mr. Cino

THAT THE MONTHLY BREAKDOWN SUMMARIES OF THE 1987 OPERATING BUDGETS FOR HECFI AND CUP BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

6. Insurance Coverages for HECFI

The Committee reviewed a report from the Director of Finance and Administration on insurance coverages and premium rates for HECFI for 1986 and 1987. This report had been requested by the Committee at its previous meeting. It was

MOVED by Dr. Bart, seconded by Mr. Hector

THAT THE REPORT RELATIVE TO INSURANCE COVERAGES FOR HECFI BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

7. Financial Position of the Special Events Subsidy Fund

The Committee reviewed for information the recommendation relative to the financial position of the Special Events Subsidy Fund. The Committee was advised that the balance of the fund remaining at December 31, 1986 is $182,139.45 of which City Council at its meeting of January 13, 1987 agreed to underwrite losses of up to $27,500 if incurred, by the 91st Highlanders Athletic Association in staging the February, 1987 Hamilton Spectator Indoor Games. If the $27,500 is utilized, this will leave $154,639.45 remaining. The Director of Finance and Administration advised the Committee members that sufficient care should be taken in 1987 in approving any requests for financing for 1988 and thereafter since adequate funding may not exist beyond 1987. Alderman Hinkley suggested that management do an assessment of the 1987 Hamilton Spectator Indoor Games and file a report with the Executive Committee. It was

MOVED by Mr. Cino, seconded by Mr. Levitt

THAT THE REPORT RELATIVE TO THE FINANCIAL POSITION OF THE SPECIAL EVENTS SUBSIDY FUND BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

8. Event Revenue Summary
Hamilton Place for 1986

The Committee reviewed the Event Revenue Summary for Hamilton Place for 1986 and it was

MOVED by Mr. Hector, seconded by Mr. Cino

THAT THE EVENT REVENUE SUMMARY FOR HAMILTON PLACE FOR 1986 BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

9. Event Revenue Summary
Copps Coliseum for 1986

The Committee reviewed the Event Revenue Summary for Hamilton Place for 1986 and it was

MOVED by Dr. Bart, seconded by Mr. Levitt

THAT THE EVENT REVENUE SUMMARY FOR COPPS COLISEUM FOR 1986 BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

10. Copps Coliseum Committee -
Wall of Fame

The Committee was advised that the Copps Coliseum Committee, at its meeting of February 3, 1987, approved the project. The Director of Finance and Administration informed the Committee that the cost of this purchase of wall hangings and installation work has been estimated at $18,444.98 (all taxes included) and $5,000.00, respectively. It was

MOVED by Dr. Bart, seconded by Mr. Cino

(A) **THAT APPROVAL BE GRANTED TO TENDER OR CALL FOR PROPOSALS FOR THE PURCHASE AND INSTALLATION OF FIFTY (50) WALL HANGINGS (28" X 20"); AND**

(B) THAT, SUBJECT TO THE APPROVAL OF THE AWARDING OF THE TENDER(S) OR CALL(S) FOR PROPOSALS, THE COST OF THE PURCHASE AND INSTALLATION WORK BE CHARGED TO WORK-IN-PROGRESS EXPENDITURE ACCOUNT NUMBER Ø4Ø8-U32753 (INTERIOR ART WORK).

NOTE: SUFFICIENT FUNDING IS AVAILABLE IN WORK-IN-PROGRESS ACCOUNT NUMBER Ø4Ø8-U32753 (INTERIOR ART WORK).

MOTION CARRIED.

11. Other Business

There was no other business discussed.

12. Date of Next Meeting

The next regular meeting of the Audit/Finance Committee is scheduled for Tuesday, March 3, 1987 at 12:ØØ Noon.

13. Motion to Move In-Camera

MOVED by Mr. Cino, seconded by Dr. Bart

THAT THE IN-CAMERA SESSION BE CONVENED.

MOTION CARRIED.

The following motions were carried during the In-Camera Session:

13.1 THAT THE HAMILTON CONVENTION CENTRE ACCEPT THE TENDER RECEIVED FROM COCA-COLA LTD. TO BE ITS SOFT DRINK SUPPLIER FOR A TWO-YEAR PERIOD ENDING DECEMBER 31, 1988 WITH THE OPTION FOR MANAGEMENT TO RENEW ON AN ANNUAL BASIS FOR THREE CONSECUTIVE YEARS.

13.2 (A) THAT ONE ELECTRICAL/ELECTRONIC TECHNICIAN BE HIRED AT SALARY SCHEDULE M-17 TO PERFORM EVENT AND MAINTENANCE DUTIES AT COPPS COLISEUM AND THE CENTRAL UTILITIES PLANT; AND

(B) THAT ONE MAINTENANCE MAN III POSITION, SALARY SCHEDULE M-11 PRESENTLY EXISTING AND VACANT, BE DELETED FROM STAFFING REQUIREMENTS AT COPPS COLISEUM AND THE CENTRAL UTILITIES PLANT; AND

(C) THAT THE NEW POSITION OF ELECTRICAL/ ELECTRONIC TECHNICIAN BE POSTED AND FILLED WITHOUT DELAY.

13.3 (A) THAT THE SERVICE AGREEMENT SUBMITTED BY MONTGOMERY KONE ELEVATOR CO. LTD. FOR COMPLETE MAINTENANCE ON ELEVATING DEVICES LOCATED WITHIN COPPS COLISEUM BE ACCEPTED; AND THAT

(B) A PURCHASE ORDER BE ISSUED TO MONTGOMERY KONE AT THE MONTHLY RATE OF $1,533.00 FOR THE TERM COMMENCING 1986 DECEMBER 1 AND TERMINATING 1987 DECEMBER 1.

MOTIONS CARRIED.

14. Adjournment

The meeting adjourned at 3:00 p.m.

It was

MOVED by Dr. Bart, seconded by Mr. Cino

THAT THE MEETING BE ADJOURNED.

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

W. H. McFARLAND, CHAIRMAN

Mrs. Joan M. Mills, Secretary

7.1 Marketing Plan for Private Boxes

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

FOR INFORMATION

MEMO TO: HECFI BOARD OF DIRECTORS

FROM: Brian K. Conacher
Managing Director/CEO

DATE: March 13, 1987

SUBJECT: MARKETING PLAN FOR "PRIVATE BOXES" IN COPPS COLISEUM

RECOMMENDATION:

That the marketing plan for the licenced use of the "Private Boxes" in Copps Coliseum be determined and approved as soon as possible so that they can be marketed prior to the LABATT CANADA CUP '87 GAMES.

BACKGROUND:

- Marketing the licenced use of the "Private Boxes" in Copps Coliseum is a priority for 1987. These "Private Boxes" represent a source of necessary ancillary revenue to Copps Coliseum and HECFI.

- Ten (1Ø) "Private Boxes" are being constructed in Copps Coliseum (completion date projected as end of March, 1987).

- The present status of the ten (1Ø) "Private Boxes" with respect to allocation and use is as follows (see attached diagram):

  1Ø6 8 - seat "Private Box"; available for licenced use;

  1Ø7 1Ø - seat "Private Box"; available for licenced use;

  1Ø8 - Retained on permanent basis for CC/HECFI/City of Hamilton use;

1Ø9	1Ø	-	seat "Private Box"; available for licenced use;
11Ø	8	-	seat "Private Box"; available for licenced use;
12Ø	8	-	seat "Private Box"; available for licenced use;
121	1Ø	-	seat "Private Box"; available for licenced use;
122		-	Designated on permanent basis as TV Broadcast/Production Booth;
123	1Ø	-	seat "Private Box"; available for licenced use;
124	8	-	seat "Private Box"; available for licenced use.

- In summary, of the ten (1Ø) "Private Boxes" in total, the two (2) centre ones are already designated on a permanent basis; there are four (4) 1Ø - seat "Private Boxes" available for licenced use; there are four (4) 8 - seat "Private Boxes" available for licenced use.

- Of the eight (8) available "Private Boxes", one (1) or possibly two (2) **must** be held available for the future N.H.L. team owner and possibly the teams' major sponsor. It is suggested that these two (2) "Private Boxes" be **1Ø9** and **11Ø** as they are on the same side and basically behind the Home Team bench area. Prior to getting an N.H.L. team in Copps Coliseum these two (2) "Private Boxes" could be licenced on a yearly basis with the clear understanding that when an N.H.L. team does come to Copps Coliseum that they might not be available.

- Of the remaining six (6) available "Private Boxes", two (2) of them: **1Ø6** and **124** will be good for most events (hockey, ice shows, etc.) but will, in most cases, probably have poor sight lines for events using a stage (concerts, etc.). Some consideration might have to be given to charging less for these on a year round basis because of this problem.

- The remaining four (4) available "Private Boxes": **1Ø7, 12Ø, 121, 123** should be good for all events on a year round basis without sight line problems.

- There are two sizes of "Private Boxes" - 10 seats and 8 seats available for licenced use:

  8-seats - **106, 110, 120, 124**

  10-seats - **107, 109, 121, 123**

- The original concept for determining the annual licence fee for the use of a "Private Box" was based on **$2,500. per seat:**

  8-seat "Private Box" - **$20,000. per year***

  10-seat "Private Box" - **$25,000. per year***

  ***Event tickets are an extra cost.**

- The Licence Agreement for the use of a "Private Box" can be an annual or multi-annual Agreement with the annual Licence Fee being reviewed and/or revised annually. The annual fees might well be initially low until such time as an N.H.L. team is secured.

- Attached is a draft of a possible Licence Agreement for the annual licencing of the use of a "Private Box". We may want to consider even licencing the use of one or more of the "Private Boxes" on an event by event basis.

- With Copps Coliseum being the site for several **LABATT CANADA CUP '87** hockey games in late August and early September, I believe there is good marketing opportunity to attract Licencees to commit to the "Private Boxes".

- Licencing the use of the "Private Boxes" might also be phased:

  PHASE 1 - Between April 15 and August 15, 1987 licence the use of "Private Boxes" **107, 120, 121, 123;**

  PHASE 2 - Determine whether "Private Boxes" **106** and **107** should be reduced because of sight line problem; and whether these two (2) "Private Boxes" might be licenced on an event by event basis initially;

  PHASE 3 - Make "Private Boxes **109** and **110** available to Hockey Canada and Labatt's as part of **LABATT CANADA CUP '87** and then licence them on an event by event basis until the status of an NHL team is determined.

- The major problem to be resolved in the marketing of the available "Private Boxes" in Copps Coliseum is to determine how and to whom they are going to be offered.

- As of this dateapproximately 60 corporations/people have expressed their interest in writing to licence the use of a "Private Box" in Copps Coliseum.

- It has been previously determined and discussed that all written inquiries would be date stamped and that availability of the "Private Boxes" would be offered in the order of receipt of written requests.

*- With approximately 60 requests at this time and only 7 "Private Boxes" available, I have some serious concerns about marketing the "Private Boxes" as is presently approved.

- One suggestion for marketing the "Private Boxes" is to hold a lottery with all interested corporations/people having a chance. This whole procedure could be staged as an event (Convention Centre) and could generate a lot of publicity for Copps Coliseum. Also, and most importantly, I think it is the fairest way to determine who gets a "Private Box" in Copps Coliseum. The details of this suggestion could be worked out if the idea is accepted.

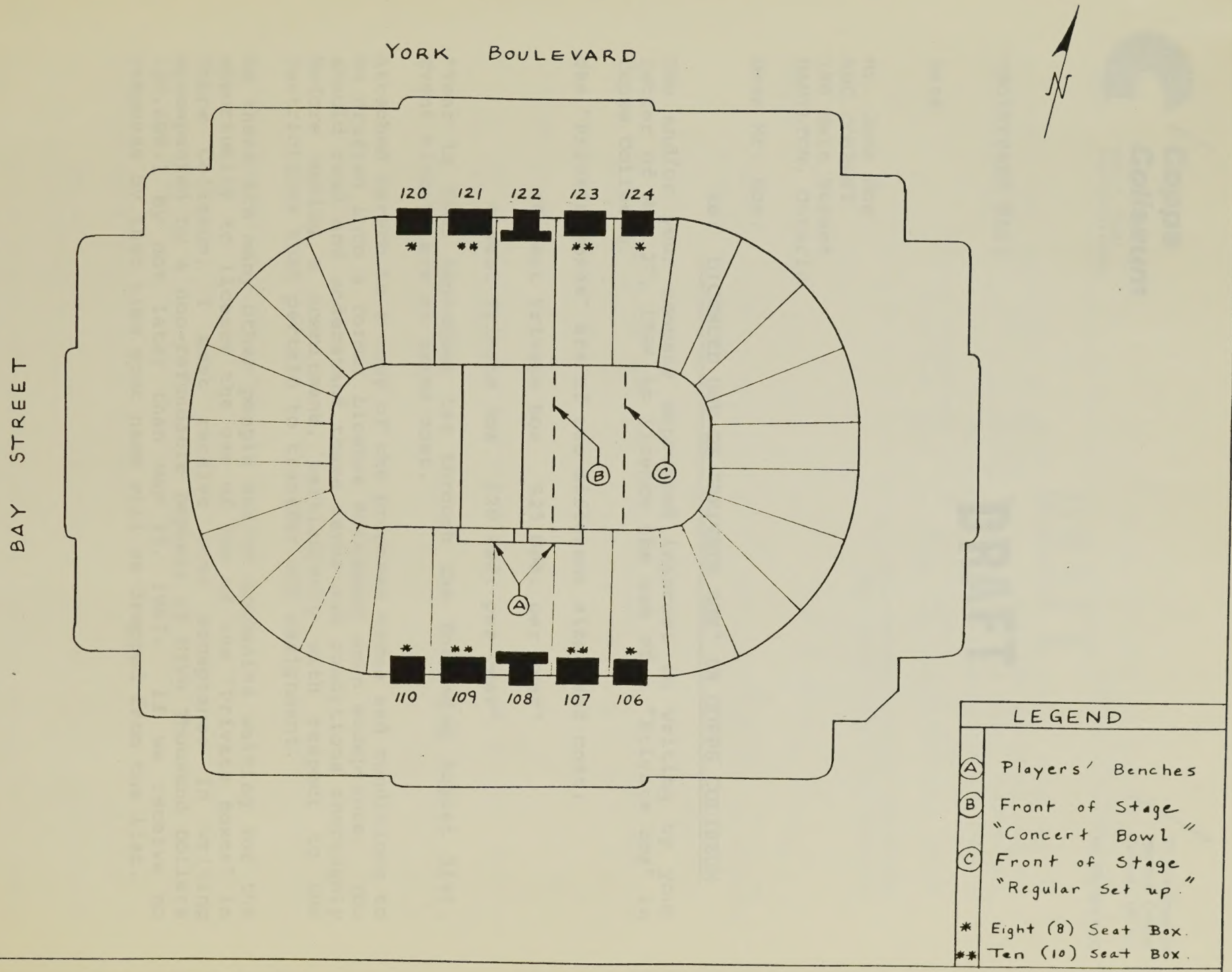
- Another is to put an up front cost ($50,000. - $100,000.) to getting an opportunity to licence the use of one of the few "Private Boxes" available in Copps Coliseum. This high up front cost would dramatically reduce the list. This up front money could be looked upon as a contribution to Copps Coliseum.

- However it is determined that the "Private Boxes" are to be made available and to whom, these details must be resolved before we can go any farther.

Respectfully submitted,

Brian Conacher
Managing Director/CEO

Attachment



COPPS COLISEUM ~ LOCATION of PRIVATE BOXES

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

REGISTERED MAIL

DRAFT

Date

Mr. John Doe
ABC COMPANY
1ØØ Main Street
HAMILTON, Ontario

Dear Mr. Doe:

Re: LICENCED USE OF "PRIVATE BOX" IN COPPS COLISEUM

You and/or your company expressed interest in writing by your letter of May 27, 1984 to licence the use of a "Private Box" in Copps Coliseum.

The "Private Boxes" are of two different sizes and cost:

1Ø-seat Private Box	$25,ØØØ. per year*
8-seat Private Box	$2Ø,ØØØ. per year*

*Year is from September 1st through the following August 31st. Event tickets are an extra cost.

Attached hereto is a copy of the proposed terms and conditions to be drafted into a formal Licence Agreement upon acceptance. You should read and understand these terms and conditions thoroughly before making a commitment, particularly with respect to the restrictions that pertain to transfer and assignment.

As there are many other people and/or companies waiting for the opportunity to licence the use of one of the "Private Boxes" in Copps Coliseum, I must receive your acceptance in writing accompanied by a non-refundable Deposit of Five Thousand Dollars ($5,ØØØ.) by not later than May 15, 1987. If we receive no response by that time your name will be dropped from the list.

If you have any questions pertaining to the terms and conditions of the Licence Agreement, the design of the "Private Boxes" or you would like to tour Copps Coliseum to check the locations, please do not hesitate to contact me.

Yours sincerely,

HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

Brian K. Conacher
Managing Director/CEO

Attachment

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/526-4450

DRAFT

LICENCE AGREEMENT TERMS AND CONDITIONS FOR "PRIVATE BOX" IN COPPS COLISEUM

TERM:

- Initial term of two (2) years from *September 1, 1987 to August 31, 1989.

Note:

The time frame for the year is such so as to include the whole hockey season (It is noted that there is no N.H.L. hockey team at this time).

OPTION TO RENEW:

- Under same terms & conditions except as to annual licence fee consideration.

- It must be noted in licencing the use of "Private Boxes" 109 and 110 when an N.H.L. team comes to Copps Coliseum that they might not be available.

LICENCED AREAS:

- Need to define exact area which is being licenced for use.

COPPS COLISEUM OBLIGATIONS:

- Provide the Private Box with such supply of water, gas, electricity, light, heat and air conditioning as is presently available and normally provided.

LICENCE CONSIDERATION AND PAYMENT:

- Annual licence fee consideration of $(as applicable) payable as follows:

  a) a non-refundable Deposit of Five Thousand ($5,000.) dollars upon execution of the Licence Agreement:

  b) the outstanding balance of the annual payment in full by not later than the first day of the annual term.

ADMISSION TO AND USE OF PRIVATE BOX:

- Admission to Copps Coliseum to use a Private Box will be restricted to Event days only. If the Licencee desires to use the Private Box at a time other than an Event day, it would be by special arrangement only with Copps Coliseum.

- Admission to Copps Coliseum and consequently access to a Private Box will be by presenting a ticket to the Event upon entry to Copps Coliseum.

- If tickets are not purchased by the Licencee for an Event, the Private Box will remain unused during that Event.

- Access to a Private Box will be from 2 hours prior to an Event until Midnight.

EVENT TICKETS:

- Admission to use a Private Box is by the presentation of an Event ticket to Copps Coliseum.

- The required number of Event tickets for a Private Box are available for purchase through the Copps Coliseum Box Office, except that tickets for N.H.L. hockey must be purchased directly from the hockey team for the season.

- If the sight lines from a Private Box are obstructed for a particular Event, alternate tickets will be available for purchase.

FOOD & BEVERAGE SERVICE:

- All Food & Beverage Service for a Private Box must be supplied by Copps Coliseum and the Licencee agrees to pay for said charges within seven (7) days of delivery of properly documented invoices.

  Note:

  Need to determine if "Private Boxes" can be licenced for alcoholic beverage service.

IDENTIFICATION OF PRIVATE BOX:

- The Licencee will be permitted to put its name on the entry door into the Private Box only.

IMPROVEMENTS TO PRIVATE BOX:

- The Licencee may make improvement to its Private Box subject to the written approval of Copps Coliseum.

RULES & REGULATIONS:

- The Licencee agrees to abide by the Rules & Regulations of Copps Coliseum with respect to the use and users of its Private Box.

ASSIGNMENT/TRANSFERABILITY:

- The Licence Agreement and the rights and licences granted here are exclusive only to the named Licencee, and the Licencee agrees not to sell, assign, hold in trust or in any way transfer any such rights and licences in whole or in part nor shall any of the said rights or licences be transferred by the Licencee to any third party by any means.

- It is expressly acknowledged by the Licencee that Copps Coliseum has been induced to enter into this Licence Agreement relying upon the identity of the Licencee.

DEFAULT/TERMINATION:

- Copps Coliseum may terminate this Licence Agreement:

  a) if default shall be made in the due and punctual payment of consideration payable under this Licence Agreement, or in the due and punctual payment of any other monies due hereunder, and such default shall continue for a period of fourteen (14) days;

  b) if default shall be made by the failure to perform or comply with any of the agreements, covenants and conditions contained in the Licence Agreement, and such default shall continue for a period of fourteen (14) days;

  c) if the Licencee violates the **ASSIGNMENT/-TRANSFERABILITY** clause.

MISCELLANEOUS:

- Others as may be determined by Copps Coliseum.

- At such time as the terms and conditions are confirmed, they will be transferred to a formal Licence Agreement.

7.2 Amendment to HECFI Legislation

CITY COUNCIL
HAMILTON CANADA

March 2, 1987

TO: Mayor and Members of City Council

Dear Colleagues:

RE: Amendment to H.E.C.F.I. Legislation

On February 10, 1987, I gave notice of a motion to allow discussion on a previous motion of City Council to amend Bill P.R.34. This is the Provincial legislation that created the Board of the Hamilton Entertainment and Convention Facilities Incorporated.

On February 24, 1987, the Council decided not to allow any further discussion. The Council has stated that it wants to amend the legislation by removing three citizen members of the Board and replacing them with three members of Council. The effect of this amendment, if passed by the Provincial Legislature, would be to change the present ratio of citizen and Council membership from 9-5 to 6-8.

Unfortunately, this motion to amend the legislation was passed while I was away on vacation. Consequently, I did not have the opportunity to hear the rationale for the amendment or participate in the debate. After discussing this matter with some members of Council, I determined that another approach to achieve virtually all the concerns of Council could be accomplished without the necessity of removing three citizen members.

In order to explain this to all members of Council at the same time; I requested Council the permission to hear my remarks. It was not my intention to try to attempt to move re-consideration. This would have to be done by someone who voted with the majority. It was my intention, however, to propose an alternative.

It would appear that the major reasons for the change in composition of H.E.C.F.I. are as follows:

1. H.E.C.F.I. appears to be insensitive towards the wishes of Council.

2. If problems occur at H.E.C.F.I. in the final analysis, members of Council will be held accountable by the people; not H.E.C.F.I.

3. Some members of Council have expressed a strong desire to serve on the H.E.C.F.I. Board.

With the above considerations in mind, it was felt absolute majority control by Council members would resolve these problems.

It is my belief that removing three citizen members is not going to assist the H.E.C.F.I. operation, or the City of Hamilton. At the present time, H.E.C.F.I. has a strong and capable Board composed of very intelligent, dedicated citizens who bring with them a wealth of talent, expertise and knowledge. The removal of this resource would, I believe, serve no useful purpose.

I also believe that the Provincial legislature may view this action as arbitrary, self-serving and punitive. This is not the way to strengthen an organization. The amount of work and time involved in serving on the H.E.C.F.I. Board and its committees is tremendous, and I believe an expansion of the Board has considerable merit.

I am, therefore, suggesting that the previous action of City Council be amended by deleting the reference to removing 3 citizen members; but that we do add 3 Council members.

The H.E.C.F.I. committees have experienced a few problems in obtaining or keeping quorums. A larger Board will assist in this area, as well as helping out with the very heavy workload.

This course of action would result in a Board of 17 members, instead of the present 14 members. The ratio would then be 9 citizen members and 8 Council members.

I believe this ratio is sufficient to ensure that H.E.C.F.I. is entirely sensitive to the wishes of City Council, and will also accommodate those Council members who wish to serve on the Board.

Thank you for your consideration. **I do hope that at least one member of City Council who voted with the majority will consider my comments and move the appropriate motion of re-consideration, followed by the proposed amendment.**

Yours very respectfully,

Brian Hinkley

Brian Hinkley
Executive Alderman
Chairman H.E.C.F.I.

rd

cc: Mrs. Pat Bennett, Secretary
H.E.C.F.I.
(for information of the Board)

7.3 Blockage of Market/Library Exit Tunnel

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/527-7900

FOR INFORMATION

MEMO TO: BOARD OF DIRECTORS

FROM: Pat Bennett, Secretary to the Board

DATE: March 10, 1987

SUBJECT: BLOCKAGE OF MARKET/LIBRARY EXIT TUNNEL

The attached correspondence from Mrs. Stephanie Miller, Manager of the Hamilton Farmer's Market, has been reviewed by Copps Coliseum management and a meeting has been scheduled to discuss the problems. A report will be forthcoming from management to the Copps Coliseum Committee.

Respectfully submitted,

Patricia Bennett

Patricia Bennett

cc: Mr. J. Crane
Mr. J. Elder

MEMORANDUM • CITY OF HAMILTON

TO : Board of Directors H.E.C.F.I. **YOUR FILE:**

FROM : Mrs. Stephanie Miller, Manager
Hamilton Farmer's Market **OUR FILE :**

SUBJECT : Blockage of Market/Library Exit T Tunnel **DATE** : February 19, 1987

It was brought to the attention of the Hamilton Farmer's Market Sub-Committee at its meeting held February 17, 1987, that the periodic closure of the exit tunnel is presenting major unloading and loading problems amongst the stallholders.

The re-directing of market traffic through the entrance doors creates a major traffic violation as well as difficulty to the stallholders. They have no alternative, but to exit via the one-way down ramp as the overhead doors through Jackson Square are closed at 6:00 p.m. Many of our stallholders are still loading and vacating the building until approximately 7:00 p.m. each market day.

With these concerns in mind, could you please investigate this matter further and possibly make other arrangements to accomodate future colliseum events.

Alderman Wheeler has also agreed to address these concerns to the H.E.C.F.I. board on behalf of the Hamilton Farmer's Market Sub-Committee.

Your attention and co-operation in this matter is greatly appreciated.

S. Miller

SM/cm

c.c. Mr. John Crane - Manager Copps Colliseum
Mr. Fred Eckenrath, Maintenance Co-ordinator
Mr. Peter Baker, Library Administrator
Alderman Reg. Wheeler
Alderman P. Valeriano
Mr. Bill Fletcher, Security Supervisor

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